

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title		Retirement Assessments								
Type	Committee			Limited			Townwide		X	
Operational Considerations										
<p>This line item funds pensions for Non-contributory (c. 34) and Contributory (c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. This budget has been reduced as there are only two remaining non-contributory surviving spouses.</p> <p>Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. As of January 2012, there were 644 active participants (up 2.1% from 2011), 435 retirees (down 2.5% from 2011), 127 inactive participants, and 38 disability retirees. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 72.9% on January 1, 2012, down from 77.9% on January 1, 2011. The change in funded status is primarily attributable to the increase in accrued liability associated with a mandatory adoption of a new mortality table and lower than expected returns in 2011.</p> <p>The preliminary budget assumes an increase in the number of funding years by 3 years (to 2030), an increase in the payment increase rate to 4.5% per year, and a modification of the salary scale assumptions. The Retirement Board is considering a recommendation to increase the COLA base for existing retirees (currently \$12,000) and has not taken a vote to adopt a funding schedule based on the January 1, 2012 actuarial study, so this budget is not yet final.</p>										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes		No	X
If yes, does the current year budget include this expense?							Yes		No	
If the salary and wage expense funds a permanent position, indicate the FTE.										
Description							Amount			
a.	Non-Contributory Retirement (c. 34)						34,100			
b.	Contributory Retirement Assessment (c. 32)						5,420,454			
c.										
d.										
e.										
f.										
Total							\$5,454,554			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title			Retirement Assessments						
Spending Request Recap									
Description	Base Request		Additional Request DSR4			Total			
Townwide	\$5,454,554					\$5,454,554			
Total	\$5,454,554					\$5,454,554			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)									
Yes								No	X
Does the Department depend on any Federal or State grants to provide services?									
Yes								No	X

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1						
Budget Title	Employee Benefits					
Type	Committee		Limited		Townwide	X
Operational Considerations						
<p>The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, a temporary HRA program associated with conversion to Rate Saver health insurance plans, Medicare tax, Social Security tax, Unemployment assessments, Workers Compensation and Public Safety Injured on Duty payments, Employee Assistance services, professional services, and incidental expenses.</p> <p>This budget assumes a 5% increase in most health insurance premiums for fiscal year 2014, and provides for enrollment of 20 additional employees who do not currently participate in the Town's group health program. The budget assumes a current enrollment of 826 active subscribers: total enrollment decreased by 1.4% for General Government employees and increased by 2.3% for School Department employees in fiscal year 2013 over fiscal year 2012. Total enrollment (active and retired) is up .86% from FY2012 to FY2013. Funding for retiree health insurance premiums is included in the Retiree Insurance Program and Insurance Liability Fund line item.</p> <p>While insurance <u>rates</u> are expected to increase by 5%, the health insurance portion of this budget is expected to increase by just 2% due to the conversion of all active employees enrolled in HMO/EPO plans to Rate Saver plans. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2013.</p> <p>This budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. The amount the Town budgets for Medicare Insurance is projected to increase at 7.5% based on recent trends. The Medicare line increases in two ways. First, increases in compensation levels result in an increase in the Town's Medicare tax obligation. Secondly, employees hired prior to 1986 are not subject to Medicare Tax. Thus, as these employees retire and are replaced with new employees, the Town's Medicare obligation increases. The Town pays Social Security benefits for employees who are not members of the Needham Contributory Retirement System. The Social Security appropriation is expected to increase by 7.5%, based on recent trends and an increasing reliance on temporary, seasonal, and non-benefit-eligible employees. Use of non-benefit eligible employees, where appropriate, helps the Town moderate legacy costs in the future.</p> <p>The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The unemployment budget has been level-funded. While unemployment costs have begun to abate in FY2013, and the benefit period was reduced from 99 to 30 weeks, there remains uncertainty at the Federal level and a further extension in the benefit period may result. Hence, the budget has not been reduced.</p>						

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
<b>Budget Title</b>				<b>Employee Benefits</b>							
<p>This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees (and Injury on Duty benefits for public safety employees). The Town of Needham is self-insured for the purposes of workers compensation. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The Workers Compensation line item has been increased based on the average projected growth in salary and wages of 3.9%. Under Article 38 of the 2012 Annual Town Meeting and Article 10 of the May, 2012 Special Town Meeting, the Town increased the Workers Compensation Reserve by \$325,000 for a balance at the time of \$901,000. The target balance for the Workers Compensation Reserve is \$1,000,000.</p>											
<b>Expense Detail</b>											
Does this request include funding for salary or wage expense?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.									<input type="checkbox"/>		<input type="checkbox"/>
Description								Amount			
a.	Employee Benefits							10,083,522			
b.	Unemployment							250,000			
c.	Workers Compensation and Public Safety Injury on Duty							467,550			
d.									<input type="checkbox"/>		
e.									<input type="checkbox"/>		
f.									<input type="checkbox"/>		
<b>Total</b>								<b>10,801,072</b>			
<b>Spending Request Recap</b>											
Description		Base Request		Additional Request DSR4		Total					
Townwide		\$10,801,072				\$10,801,072					
Total		\$10,801,072				\$10,801,072					
<p>Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)</p> <p>Does the Department depend on any Federal or State grants to provide services?</p>											
								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1						
Budget Title	Retiree Insurance Program & Insurance Liability Fund					
Type	Committee		Limited		Townwide	X
Operational Considerations						
<p>This budget incorporates both the "pay as you go" funding for benefits of current retirees, and the normal cost of benefits for future retirees. There are currently 476 retirees electing health insurance coverage for 812 subscribers (including spouses). The annual cost to the Town for health insurance for these retirees is estimated at \$3,111,319 million, with the balance of the appropriation allocated to the unfunded post-employment benefits liability.</p> <p>The Town has been funding its post-employment benefit obligation ("OPEB") since FY2002. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2011, the Town's Unfunded Actuarial Liability was \$59,122,322, with a funded ratio of 10.9% (as compared to a UAL of \$43,879,127 and a funded ratio of 10.2% as of July 1, 2009). The increase in the unfunded actuarial liability is attributable to several factors, including the conversion to a new mortality table recognizing that retirees are living longer, a reflection of the percentage of retirees who will likely elect health insurance at retirement, the trend in health care spending, and the age and years of service of current employees (which makes them more likely to retire from Needham). Conversion of all of the Town's employees to higher out-of-pocket Rate Saver health insurance plans will continue to have a positive impact on the Town's unfunded OPEB liability.</p> <p>At its December 4, 2012 meeting, the Board of Selectmen voted to require that all remaining health insurance subscribers, including retirees, convert from traditional HMO/EPO plans to Rate Saver HMO/EPO plans. It is estimated that the conversion will reduce the Town's premium cost approximately \$283,000 in FY2014, with a corresponding reduction in retiree premium costs of just under \$112,000. The conversion to the lower premium plans by 121 existing retirees will have a positive impact on the Town's unfunded OPEB liability.</p> <p>Post-employment benefits are part of the compensation for services rendered by employees, and the Town's obligations accrue during the life of an individual's employment. Beginning in FY08, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the "normal cost" (the projected cost of current employees' expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns supplement contributions, acting as a reserve to mitigate large increases in medical costs. Disclosure of a community's unfunded liability is a requirement of GASB 45, and is a factor considered by rating agencies.</p> <p>On August 5, 2008, the Governor signed into law a home rule petition (c. 248 of the Acts of 2008) amending the Town's 2002 special act. This amendment will allow the Town Treasurer to invest the assets of the fund in a "prudent investor" manner rather than only those securities that are legal for the investment of savings banks. The Town is currently exploring the possibility of transferring the OPEB assets to the State Fund established for this purpose in order to achieve an economy-of-scale which should broaden the investment diversity and be more focused on funding the long term nature of the liability.</p>						

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
Budget Title			Retiree Insurance Program & Insurance Liability Fund								
Expense Detail											
Does this request include funding for salary or wage expense?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?								Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.											
Description								Amount			
a.	Retiree Insurance Program & Insurance Liability Fund							4,727,462			
b.											
c.											
d.											
e.											
f.											
Total								\$4,727,462			
Spending Request Recap											
Description		Base Request		Additional Request DSR4		Total					
Townwide		\$4,727,462				\$4,727,462					
Total		\$4,727,462				\$4,727,462					
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Auto, Casualty, Liability, Property, and Self Insurance Program							
Type	Committee		Limited		Townwide	X			
Operational Considerations									
<p>The Assistant Town Manager/Finance oversees the Town's non-employee/retiree insurance programs. This includes insurance for buildings and property, general liability, boiler and machinery, public official liability, school board liability, EMT liability, police professional liability, and automobile insurance. Since Fiscal year 2002 the Town has insured through the Massachusetts Inter-local Insurance Agency (MIIA), which is a self-insurance pool created under Chapter 40M of the Massachusetts General Laws, and is a provider of insurance to exclusively municipalities and other governmental entities in the Commonwealth. The Town has seen favorable rates in comparison to the overall insurance market, because of the unique nature of the insurance pool. Premiums for fiscal year 2014 are not yet known, this information is usually received in the late spring (June). This budget also pays administrative expenses, insurance deductibles, small claims, uninsured losses, and other related claims. Insurance premiums relating to the three enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget.</p> <p>We anticipate that the base premium will not be more than 2.5% over the current fiscal year. The Newman School was added back to the policy in fiscal year 2013 (the building was covered by the General Contractor's builder's risk policy), but was not for the entire fiscal year so there will be 12 months of premiums for FY14. The Town will also add the new Senior Center building to the policy most likely in October 2013 (2<sup>nd</sup> quarter of FY14). But, no increase in the appropriation is necessary for FY14 because we continue to realize benefits from participation in the MIIA loss control programs. Town employee participation earns premium credits for the Town, which in turn has helped to offset increases in the premium.</p>									
Expense Detail									
Does this request include funding for salary or wage expense?						Yes		No	X
If yes, does the current year budget include this expense?						Yes		No	X
If the salary and wage expense funds a permanent position, indicate the FTE.								NA	
Description						Amount			
a.	Insurance Premiums, Expenses					490,000			
b.	Self-Insurance (Chapter 40 Section 13) and Small Claims Administration					35,000			
c.									
d.									
e.									
f.									
Total						\$525,000			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title			Auto, Casualty, Liability, Property, and Self Insurance Program						
Spending Request Recap									
Description	Base Request	Additional Request DSR4	Total						
Townwide	\$525,000		\$525,000						
Total	\$525,000		\$525,000						
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)			Yes				No	X	
Does the Department depend on any Federal or State grants to provide services?			Yes				No	X	



Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title		Debt Service								
Type	Committee			Limited			Townwide		X	
Operational Considerations										
<p>The debt service budget includes the amounts required to be paid on current outstanding long term general fund debt, new long term general fund debt issues which authorizations were previously approved by Town Meeting, other principal amounts that will be paid, and the interest and other related temporary borrowing costs. Beginning in fiscal year 2005, this budget includes both general fund debt service within the levy, and excluded debt, and starting with fiscal year 2012 budget also includes debt service supported by CPA funds. The Town incurred its first CPA supported debt service expense for the Town Hall project in fiscal year 2012. The CPA financing plan for Town Hall anticipated a debt service obligation in fiscal year 2014 of \$770,000; the estimate is now \$711,000. The General Fund debt service is based on the amount calculated for the 3% portion during the Pro Forma update last summer, and the excluded debt service is based on the outstanding obligations and anticipated principal and interest that will be paid on the Newman Elementary School HVAC project Notes which come due in July 2013.</p> <p>This budget does not contain any funding for debt that may be authorized at the 2013 Annual Town Meeting or May 2013 Special Town Meeting. Debt service related to the RTS (\$150,000), Sewer (\$1,500,000), and Water (\$1,550,000) enterprise funds are contained in those budgets and are therefore not included in this budget. The general fund debt service budget reflects a <b>6.9%</b> increase from the fiscal year 2013 budget. The CPA supported debt is \$711,000 or \$161,000 over the current year and is appropriately 29% more than the current year. The originated fee of \$45,258 may be due to the MWPAT in FY2013 and would be reimbursed as an indirect assessment.</p>										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes		No	X
If yes, does the current year budget include this expense?							Yes		No	X
If the salary and wage expense funds a permanent position, indicate the FTE.									NA	
Description							Amount			
a.	General Fund Debt Service						3,424,953			
b.	Excluded Debt Service						7,927,640			
c.	CPA Debt Service						711,000			
d.	Loan Origination Fee CW-11-11						45,258			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
Budget Title				Debt Service							
e.											
f.											
Total								\$12,108,851			
Spending Request Recap											
Description			Base Request		Additional Request DSR4			Total			
Townwide			\$12,108,851					\$12,108,851			
Total			\$12,108,851					\$12,108,851			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title		Classification, Performance, Settlements								
Type	Committee			Limited			Townwide		X	
Operational Considerations										
<p>The Classification, Performance, Settlements (CPS) line provides a reserve for funding personnel-related items as they occur during the fiscal year, as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan.</p> <p>The original fiscal year 2013 appropriation for this line was \$291,700, of which \$119,490 has been allocated to department budgets (as of 12.4.12). An additional \$147,210 will be transferred to fund the collective bargaining agreement with the Fire Union approved at the October 29, 2012/November 13, 2012 Special Town Meeting. The Town has agreements in place for fiscal year 2014 with all bargaining units. Additionally, the Board of Selectmen voted to approve a 2.5% increase for FY2014 for non-represented employees. As a result, the FY2014 increases in compensation are included in the departmental budgets. The CPS budget for FY2014 represents the reserve for performance range increases, merit pay, and potential reclassification actions.</p>										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes		No	X
If yes, does the current year budget include this expense?							Yes		No	
If the salary and wage expense funds a permanent position, indicate the FTE.										
Description							Amount			
a.	Classification, Performance, Settlements						\$53,000			
b.										
c.										
d.										
e.										
f.										
Total							53,000			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title			Classification, Performance, Settlements						
Spending Request Recap									
Description	Base Request		Additional Request DSR4			Total			
Townwide	\$53,000					\$53,000			
Total	\$53,000					\$53,000			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)									
Yes						<input type="checkbox"/>	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?									
Yes						<input type="checkbox"/>	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1						
Budget Title	General Fund Reserve Fund					
Type	Committee		Limited		Townwide	X
Operational Considerations						
<p>The Reserve Fund is appropriated as part of the annual operating budget. The purpose of the Reserve Fund is to provide an annual budgetary reserve for unforeseen or extraordinary expenditures. Any Town department may request that the Finance Committee transfer funds from the reserve fund to its budget for a specific unforeseen or extraordinary event. No transfer from the Reserve Fund is allowed without an affirmative vote by the Finance Committee in public session. Any balance remaining in the account at the end of the fiscal year is closed out to free cash.</p> <p>Looking at examples from recent years helps illustrate the function of the Reserve Fund. The Reserve Fund for FY 2011 was set at \$1,251,363 at the 2010 Annual Town Meeting. An article in the November 2010 Special Town Meeting Warrant increased the FY 2011 appropriation to \$1,534,363. Expenses for Snow and Ice removal in FY 2011 were significantly above average at \$1,189,507, requiring a reserve fund transfer of \$989,507. Also in FY 2011, approximately \$170,000 was transferred from the reserve fund to cover legal costs for additional casework including litigation relating to a claim at the Massachusetts Department of Environmental Protection relating to the draining of Rosemary Lake. A Reserve Fund transfer was also made in FY 2011 to cover \$100,000 in extraordinary Worker's Compensation claims. At the May 2010 Special Town Meeting, \$80,000 from the Reserve Fund was appropriated to meet unfunded cash capital needs at the May 2010 Special Town Meeting.</p> <p>Town Meeting appropriated \$1,059,763 to the FY 2012 Reserve Fund. An article in the November 2011 Special Town Meeting Warrant increased that appropriation to \$1,166,524. The Reserve Fund decreased in FY 2012 because the Legal and Snow and Ice budgets had been increased for FY 2012 to better reflect expected costs, and to decrease the pressure on the Reserve Fund. In the fall of 2011, there were transfers from the Reserve Fund totaling \$65,000 to allow the Department of Public Facilities to address parking lot accessibility issues at the Pollard School so that it could re-open on time for school, and to wrap up and finalize the school project. In early 2012, a transfer of \$100,000 was needed to cover unexpectedly high unemployment costs. In the spring of 2012, a transfer of \$100,000 enabled the Town to improve the deteriorating parking lot at DeFazio and improve drainage. Draws on the Reserve Fund in FY 2012 were lower than usual. Notably, Snow and Ice Removal expenses were fully covered by the allocated budget. As a result, the Town was able to bolster its reserves. The May 2012 Special Town Meeting approved of appropriations totaling \$470,000 from the Reserve Fund to the Workers' Compensation Reserve Fund, the Capital Improvement Fund and the Capital Facility Fund.</p> <p>The Reserve Fund line in the current FY 2013 budget, approved at the May 2012 Annual Town Meeting, is \$1,199,821. An additional \$109,251 was appropriated in an article in the October 2012 Special Town Meeting warrant to bring the Reserve Fund line to \$1,309,072. To date, a transfer of \$5,174 was been made to cover unexpected expenses for the parade and rally to celebrate Olympic Gold Medal Winner Aly Raisman. An additional, \$30,000 transfer to Park and Recreation was made to cover a funding gap for the Newman Playground.</p>						

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
<b>Budget Title</b>			<b>General Fund Reserve Fund</b>								
<p>The Reserve Fund request for FY 2014 is \$1,373,243. The FY 2014 reserve fund request was calculated as 1.4% of the projected operating budget for FY 2014. The FY 2014 projected operating budget was in turn based on the FY 2013 voted budget, adjusted to remove the reserves plus budget items that are predicable and thus do not draw on the reserve fund. The Finance Committee believes that \$1,373,243 is a fiscally prudent amount given uncertainties surrounding certain Town expenses such as snow and ice removal, pending legal matters, and upcoming approved Town construction projects.</p>											
<b>Expense Detail</b>											
Does this request include funding for salary or wage expense?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?								Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.											
Description								Amount			
a.	Townwide extraordinary or unforeseen expenses							1,373,243			
b.											
c.											
d.											
e.											
f.											
<b>Total</b>								<b>\$1,373,243</b>			
<b>Spending Request Recap</b>											
Description		Base Request		Additional Request DSR4		Total					
Townwide		\$1,373,243				\$1,373,243					
<b>Total</b>		<b>\$1,373,243</b>				<b>\$1,373,243</b>					
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)											
								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?											
								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Office of the Town Manager / Board of Selectmen

### Operational Considerations

The Town Manager/Board of Selectmen budget includes funding for Board of Selectmen, the Office of the Town Manager, and the Human Resources Department. The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town's Planning and Community Development, Building Inspection, Health and Human Services, and Human Resources functions.

### Operational Changes in FY2013

The move back to the renovated Town Hall included the new responsibility of the rental of Powers Hall. Regulations were developed and continually tested throughout the year. The operational and logistical planning and the systems learning curve required to facilitate public and municipal usage of the hall proved to be a time intensive addition for the Office of the Town Manager staff and continues to be a significant change in workload.

### FY2014 Budget Summary

The FY2014 budget submission is **3.8%** lower than the FY2013 appropriation. A notable change in Town Manager/Board of Selectmen budget is the transfer of the telephone expense (\$47,313) from this budget to the Public Facilities Department – Operations budget. The Public Facilities Department - Operations budget currently funds all other Town-owned building phone system expenses and the transfer of the Town Hall and PSAB telephone expenses will consolidate all of the telephone expense to one department. But for the transfer of these expenses, the Town Manager/Board of Selectmen budget is **2%** higher than FY2013. This is attributable to a salary and wage increases of 2.5% and an expense reduction of 1.8%.

The FY2014 budget request includes a base wage increase of 2% for non-represented employees and members of the ITWA bargaining unit. Unless noted below, increases in wage and salary items are attributable to the 2% increase as well as step or longevity changes.

The usage of Powers Hall has had a significant impact on the departmental budget. The complex audio and light systems require qualified technicians to operate them, whether for municipal or public usage. Even the "simple" system requires a trained municipal employee to staff both public and private events. Line item changes include:

The Salary and Wages line for Seasonal and Temporary Positions has been increased by **\$1,037** to reflect the actual number of hours worked by the Recording Secretary for the Board of Selectmen and Town Meeting Workers. The amount of **\$554** has been added for additional Recording Secretary hours attributable to new permanent and ad hoc committees.

The Salary and Wages Overtime line has been increased by **\$320** for responsibilities associated with the rental of Powers Hall.

The Professional & Technical line for Town Manager has been increased by **\$3,500** to account for the technical services for Powers Hall;

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

The Communications line for Central Services has been reduced by **(\$47,313)** to be transferred to Public Facilities for Telephone Charges;  
The Communications line for Town Meeting/Town Report has been reduced by **(\$2,500)** in recognition of reduced mailing and printing costs;  
The Communications line for Human Resources has been reduced by **(\$4,000)** to reflect a reduction in the number of print advertisements. This amount is proposed for reallocation to the Personnel Board in recognition of the true cost of compensation studies that have been subsidized by the Human Resources budget.

The Communications line for Town Manager has been reduced by a total of **(\$430)** reflecting a reduction of postage and printing, and an increase in legal notice advertising and wireless communication services;

The Dues and Subscriptions line for Town Manager has been increased by **\$151** to reflect expected expenditures.

The Food & Service Supplies line has been increased by **\$500** reflective of the true cost of Town-sponsored events;

The Travel & Mileage line for Town Manager has been increased by **\$600** to reflect increase participation in Massachusetts Municipal Association events by the Town Manager and Assistant Town Manager.

Total change in expense lines: **(\$49,492)**

Net change in expense lines: **\$1,821.**

**Roles and Responsibilities**

The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations, representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies, making appointments to Town Boards and Committees under its jurisdiction, convening the Annual Town Meeting in May and any Special Town Meetings that may be required, preparing the Warrant (listing of Articles) for Town Meeting consideration; licensing all food and liquor establishments and transportation companies, and approving certain appointments recommended by the Town Manager.

The Town Manager is the chief executive officer of the Town, and is responsible for functions such as reviewing and recommending the reorganization, consolidation, or abolishment of departments, rental and use of all Town property, except School property, and maintenance and repair of all Town buildings, including School buildings and grounds, serving as purchasing agent for the Town, awarding all contracts for all departments and activities of the Town with the exception of the School Department, adopting rules and regulations establishing a personnel system in cooperation with the Personnel Board, fixing the compensation of all Town employees except those under the jurisdiction of the School Committee, negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the School Department, and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan.

**Performance Factors**

The Department has established performance measures to track output, effectiveness and efficiency:



Fiscal Year 2014 Proposed Budget

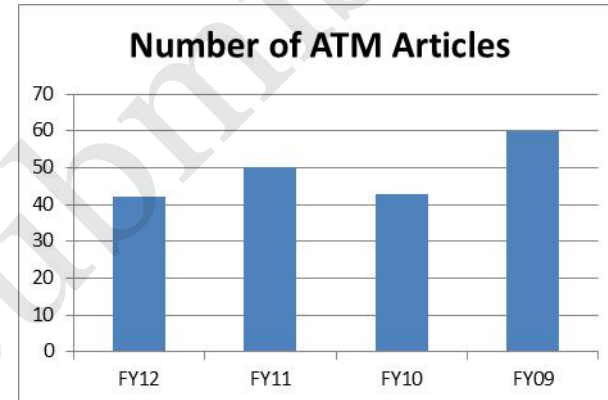
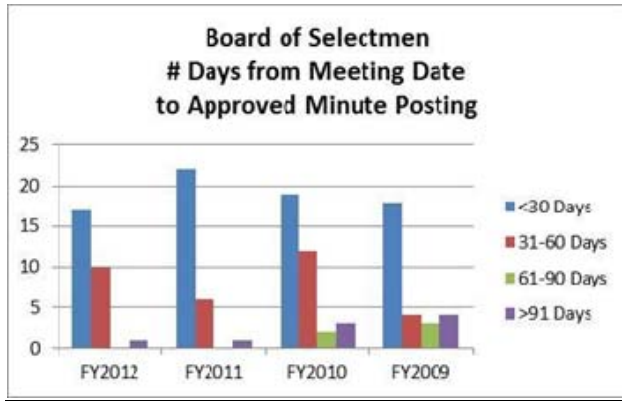
**Department Information**  
**DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

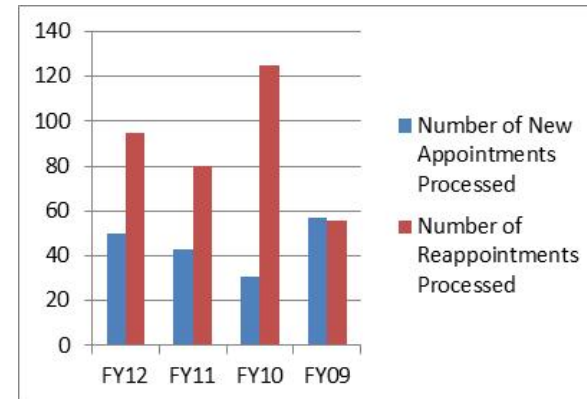
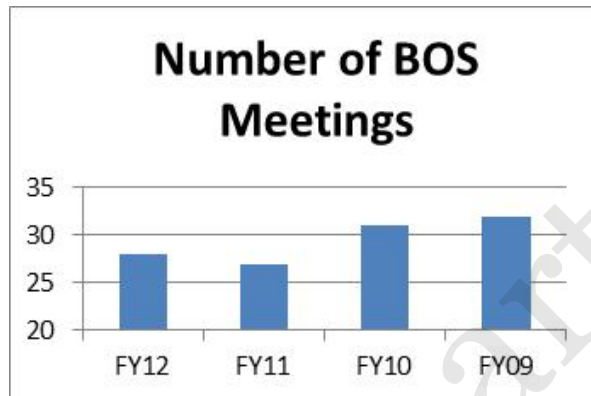
Efficiency Measure: Number of Days from Meeting to Approval of Minutes

Output Measure: Number of Articles in the Annual Town Meeting Warrant



Output Measure: Number of Selectmen's Meetings

Output Measure: Number of Appointments



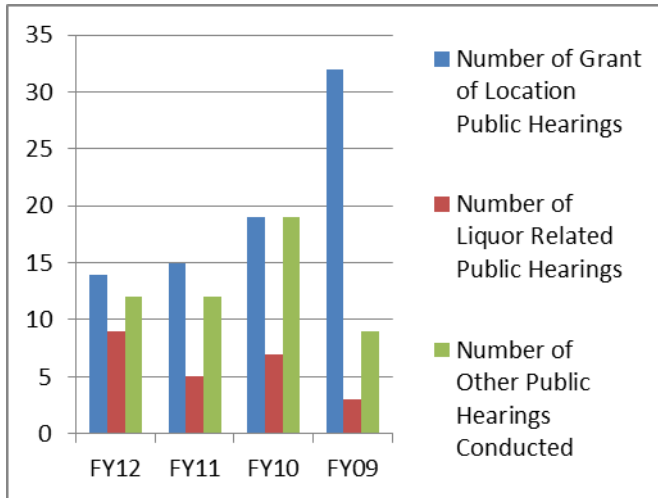
Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

Output Measure: Number of Public Hearings



Powers Hall Usage 1/1/12 - 6/30/12			
	# events	fees	
Municipal	27		
Public	12	\$4,129.25	

Output Measure: Number of Passports, One Day Licenses & Block Parties

	FY12	FY11 (May & June)
Number of Passports Accepted	174	22
Revenue - Execution Charges	\$4,350	\$550

	FY12	FY11	FY10	FY09
One-Day Special Liquor Permit Issued	33	31	38	30

	FY12	FY11	FY10	FY09
Number of Block Parties Granted	65	53	64	39

Fiscal Year 2014 Proposed Budget

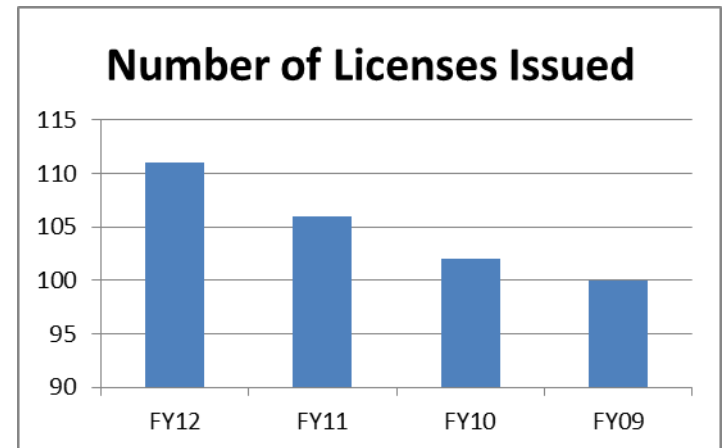
**Department Information  
DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

Output Measure: Number of Licenses Issued

	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>
Number of Licenses Issued	111	106	102	100
All Alcohol	15	15	14	14
Club	3	3	3	3
Wine & Malt	6	5	5	6
Carry in Special Permit	1	1	1	1
Class I	2	2	2	2
Class II	5	5	5	6
Common Victuallers	54	54	48	46
Innkeeper	1	1	1	1
Lodging	2	2	2	2
Sunday Entertainment	2	2	4	1
Weekday Entertainment	4	4	4	5
Bowling Alley	1	1	1	1
Livery	1	1	1	1
Pool Table	1	1	1	1
Sale of Second Hand Goods	9	9	9	9
Automatic Amusement	0	0	1	1



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

Effectiveness Measure: Citizen Satisfaction

<b>Citizen Satisfaction</b>			
	<b>2012</b>	<b>2010</b>	<b>2008</b>
Number of residents who rate the overall quality of life in Needham as Excellent or Good	97%	96%	91%
Number of residents who rate their neighborhood as a place to live as Excellent or Good	93%	94%	89%
Number of residents who rate Needham as a place to live as Excellent or Good	97%	98%	96%
Number of residents who rate the overall image or reputation of Needham as Excellent or Good	95%	91%	89%
Number of residents who rate the quality of services provided by the Town as Excellent or Good	90%	89%	85%

Goals and Objectives

The Board of Selectmen and Town Manager developed the following goals for fiscal year 2012 – several of the goals will be multi-year efforts:

**1. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.**

**Continuing Strategies**

- a. Monitor construction of Senior Center with expected opening in fall, 2013.
- b. Update the Facility Master Plan, including renovation or replacement of the Hillside and Mitchell Schools, identification of office space for School Administration, and determining appropriate reuse, if any, of the Stephen Palmer Senior Ctr. Emery Grover and the Ridge Hill buildings.\*

**New initiatives**

- a. Evaluate and make changes as necessary to polling locations.
- b. Improve the DPW Complex beginning with the construction of garage bays.
- c. Redevelop 59 Lincoln Street and 89 School Street for additional parking to support public safety operations.

**Department Information  
DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

**2. Continue efforts to maintain and improve the vitality and economic success of the Town.**

**Continuing Strategies**

- a. Further review the Needham Center Zoning\*.
- b. Expand the amount and accessibility of surface parking in Needham Center, including restructuring the permit parking system, in Needham Center, evaluating "buddy parking," and reconfiguring the Lincoln Street lot with the acquisition of 37-39 Lincoln Street.
- c. Improve the Needham Center streetscape and infrastructure including traffic signals.
- d. Develop regulations for the retail sale of alcoholic beverages in Needham prior to submitting a ballot question.
- e. Improve the streetscape and infrastructure of the NEBC.
- f. Complete the preferred renovation of Highland Avenue from Webster Street to the Charles River (State highway).
- g. Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design.
- h. Develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor.

**New Initiatives**

- a. Review the Town's sign by-law\*.
- b. Review the Town's by-laws relative to outdoor displays, furniture, etc.
- c. Evaluate options, including incentives, to address the issue of empty storefronts in Needham Center.
- d. Evaluate the need to develop a formal protocol for mobile food vendors.
- e. Encourage a review of the thresholds for site plan and special permit review, particularly in the downtown.

**3. Continue working toward energy efficient and environmentally sound operations for both the Town and its residents and businesses.**

**Continuing Strategies**

- a. Complete fleet inventory and develop a policy for purchasing fuel efficient vehicles.
- b. Evaluate the generation of power through alternative or renewable energy sources, including solar power.
- c. Review and revise as necessary the Integrated Pest Management Policy.

**New Initiatives**

- a. Adopt a plan based on EMG's, study for improving energy efficiency in town buildings.

**4. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.**

**Continuing Strategies**

- a. Replace the Greene's Field play structure.
- b. Develop a shared use recreational rail trail from Needham Junction to the Dover line.
- c. Evaluate the future of Rosemary Pool and its site, in cooperation with the Park and Recreation Commission.\*
- d. Evaluate the impact of broadening the historical demolition delay By-law.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

- e. Review and make recommendations, as necessary, relative to the creation of an off-leash dog area in Needham.
- New Initiatives**
- a. Evaluate user fees and field maintenance fees in cooperation with the Park and Recreation Commission.\*
- b. Work with the Planning Board on re-evaluation of zoning provisions relating to residential construction.\*
- c. Develop a plan for recreation and open space improvements if proposed changes to the Community Preservation Act are approved.\*
- d. Develop a strategic plan for property acquisition including the financial impact and financial options.
- e. Oversee final cost certification of Charles River Landing project, participate in development of 40B guidelines, evaluate and make recommendations relative to 40B project proposals, review existing affordable housing units and ensure compliance with applicable laws and regulations.
- f. Evaluate and make recommendations, as necessary, relative to the future use of the NIKE site.\*
- g. Evaluate the need to regulate services offered in day spas.
- h. Implement amended hunting regulations.

**5. Maintain and enhance the Town's Financial Sustainability**

**New Initiatives**

- a. Review and amend as necessary the specialized stabilization policies; formalize fund targets.
- b. Review and amend as necessary the debt management policy with emphasis on the appropriate use of tax-levy supported ("3%") debt.
- c. Create a super committee to evaluate and make recommendations relative to the financial sustainability of the RTS.
- d. Implement a new financial software system for Town and School operations.
- e. Review current approaches to financing school playgrounds.

**6. Evaluate Town Operations and Administration.**

- a. Evaluate Open Meeting Attendance/Remote Participation Options.
- b. Evaluate and Update the Town's Website to enhance the level of customer service.

\* The subject matter of this goal may involve significant responsibilities of another board in addition to responsibilities of the Board of Selectmen.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Office of the Town Manager / Board of Selectmen**

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	687,407		687,407
Expenses	106,941		106,941
Operating Capital			
Total Operating Request	794,348		794,348

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Office of the Town Manager/Board of Selectmen						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	8		8	8		8	8		8	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							651,977		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends							18,366		
f.	Uniform									
g.										
Sub Total 1							670,343			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary/BOS							3,863		
b.	Town Meeting Workers/TMTR							5,234		
c.	Recording Secretary - Other							554		
d.										
e.										
f.										
Sub Total 2							9,651			
3. Salary and Wage Overtime (Itemized Below)										
a.	OT/HR							350		
b.	OT/OTM							350		
c.	OT/Powers Hall							320		
d.										
e.										
f.										
Sub Total 3							1,020			
4. Other Salary and Wage Expenses - (Itemized Below)										



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Office of the Town Manager/Board of Selectmen
Object	Description	Amount
a. Tuition Reimbursement/TM		2,000
b. Payment in Lieu of Vacation		4,393
c.		
d.		
e.		
f.		
Sub Total 4		6,393
5. Total Salary and Wages (1+2+3+4)		687,407
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copy machine meter charges, copier and fax machine repair and maintenance	10,500
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Town Clerk's Record Binding/TMTR (\$1,300) Performance Needham/TM (\$12,000) Conference Registration/BOS (\$1,500) Consulting/TM (\$5,000) A/V Powers Hall (\$3,500) Professional Development/TM/ATM (\$3,000) Professional Development/HR (\$800) Recruitment/Assessment Ctr/HR (\$11,000) Staff Training/HR (\$7,500)	45,600
Communications (534x)	Postage (\$3,500)/TMTR Printing for Election & Town Meeting (\$3,000)/TMTR Printing for Town Report & Town Clerk Records (\$5,000)/TMTR Advertising, Printing & Postage (\$9,220)/HR Advertising (\$500), Postage (\$1,100), Wireless Communications (\$2,820)/TM/ATM, Printing (\$850)/TM	30,990
Recreational & Cultural Services (535x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Office of the Town Manager/Board of Selectmen			
Object	Description	Amount		
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies/OTM (\$1,600) Office Supplies/HR (\$1,400)	3,000		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)	Official Functions/TM/ATM	700		
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Expenses/TM/ATM	300		
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Travel MMA, MMMA, ICMA (\$4,300)/TM/ATM Travel (\$100)/BOS Travel (\$250)/HR	4,650		
Dues & Subscriptions (573X)	HR (\$250); MMA, Suburban Coalition, Norfolk County Selectmen/BOS (\$8,200); ICMA, MMA (\$2,751)	11,201		
Other Expenses (574 X - 579x)				
6. Total Expenses		106,941		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		794,348		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Town Clerk & Board of Registrars

#### Operational Considerations

#### Town Clerk/Board of Registrars

The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY 2014 has only one scheduled election – The Annual Town Election on Tuesday, April 8, 2014. Fiscal Year 2013 had three scheduled and one additional Special Town Election called by the Board of Selectmen for November 6, 2012 – the same day as the State Election.

With only one election scheduled for Fiscal Year 2014 the Town Clerk/Board of Registrars budget shows a decrease of \$19,941 overall. This reflects a decrease in salary costs for 80+ election workers, election programming, supplies and postage costs for absentee ballots. It is important to note that the costs associated with the Annual Town Election is more than the costs for a State Election due to the 10 individual precinct ballots as opposed to one State Election ballot. In addition the State pays for costs associated with ballot printing for State Elections while the town is responsible for printing costs associated with the Annual Town Election.

Total Salaries FY14 budget decrease: **\$13,654.**

Purchase of Service & Expenses: A total decrease of \$6,286 represents the following:

- |  |          |
|--|----------|
| 1. Town Clerk – Rentals & Leases – increase in anticipated postal box rental =   | +\$115   |
| 2. Bd. Of Registrars Professional & Technical – decrease in election programming from 3 to 1 election =  | -\$3,000 |
| 3. Bd. Of Registrars – Communications – decrease in # of warrants from 3 to 1 =  | -\$250   |
| 4. Bd. Of Registrars – Communications – decrease in # of absentee ballots from 3 elections to 1<br>(including major state election every 4 <sup>th</sup> year) = | -\$1677  |
| 4. Town Clerk & Bd. Of Registrars – Office Supplies – decrease in elections supplies =   | -\$750   |
| 5. Bd. Of Registrars – Food Supplies for 1 election vs. 3 elections in FY13 =  | -\$725   |

Total Expense FY14 budget decrease: **\$6,287**

Total FY14 Budget Decrease: **\$19,941**

**The total Town Clerk/Board of Registrars Operating Budget for FY14 = \$321,912 representing a total decrease of \$19,941 over FY 2013. This does not include the capital request for \$85,000 to replace the town's 11 Accuvote Machines that were purchased in 1994. (Please note that this proposal has been in the Capital Plan for several years. There is hope that the new federally approved voting machines will be approved by the Commonwealth in the coming year. If not, we would still want to hold off on this purchase for another year or so if the state approval is delayed.) It is also interesting to note that during this budget preparation, there has been talk at the state level of an additional two elections (a State Primary and a State Election) should one**

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Town Clerk & Board of Registrars



of our congressmen be appointed to another position leaving that position open.

#### Performance Factors

##### Town Clerk/Board of Registrars

The Office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street List, updates and maintains the voting list, sends required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings. The Town Clerk prepares, conducts and records the Annual Town Election and the nomination of town officers, and maintains the records of the town. Our census returns an average of 85% each year and we use a variety of methods to gather census data in addition to the annual mailing such as telephone, voter registration, dog licensing, and mailing second notices to obtain as close to 100% as possible. The office addresses the needs of the residents on a daily basis issuing various licenses such as dog licenses, marriage intentions, Storage of Flammables registrations, business certificates, and licenses issued by the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications and certifies the same upon the completion of the appeal period. The office administers and maintains the town's vital records and issues close to 5,000 certified copies annually. The staff continues to serve as commissioners to qualify oath of office for state commissions and served as agents to process passports up until May 1, 2011 at which time the U. S Department of State determined that any office that issues birth records may no longer serve as passport agents. The Town Manager's Office has taken on this process in order to avoid loss of revenue.

##### **WHAT'S NEW OR CONTINUING?**

-  With the most difficult election season almost behind us, the Town Clerk's Office will have a chance to catch up on the daily and monthly duties and responsibilities of the office. I must say that each and every member of this office worked tirelessly and non-stop for the two-month period leading up the State Election on November 6, 2012. With the Special Town Election called by the Board of Selectmen, the election was almost brought to a standstill with jamming of two different sized ballots, malfunctioning machines (4), 5200 absentee ballots including 150+ overseas ballots being emailed or faxed daily, and long, long lines. We managed to process over 34,000 ballots for both elections. My recommendation as the Chief Election Official for the Town of Needham **was and continues to be** that a second election on the busiest Election Day in a four-year period should not be allowed. Please note that pre-election testing of all equipment as required by State Elections Laws went without a flaw.
  
-  Ethics, Opening Meeting Law, Conflict of Interest and training was to begin the second round in the spring of 2012. However, the Ethics Commission new training program contained some glitches and we were told to hold off on the second online training requirement. It appears that the problems are close to being solved and our office will issue the new requirements in the near future (hopefully by the first of January, 2013).

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Town Clerk & Board of Registrars

- ✚ Federal census/Redistricting – Redistricting for the 2010 Federal Census was completed by January, 2012. All residents whose precincts were redistricted were notified by mail and all Town Meeting Members ran for election or re-election on April 10, 2012. This was one of our most expensive elections with the number of candidates and 10 separate ballots. All went smoothly.
- ✚ Vitals electronic birth program continues to expand. The electronic birth program appears to work well with all birthing communities and resident communities receiving and processing our birth records daily. The electronic death program is scheduled to begin in January, 2013 with the electronic marriage program scheduled for July, 2013. Once all the programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and be in compliance with federal regulations.
- ✚ Records management system - The centralization of town records under the care and custody of the Town Clerk has not progressed as hoped. The newly refurbished basement vault that once housed most of the archival departmental records does contain those of the Board of Selectmen/Town Manager department, the Assessors' Department and the Town Clerk's Office. These records have been computerized. Other archival records are stored in other basement areas behind the vault and are not itemized. This will make periodic disposition under the State's disposition schedule difficult. It would be appropriate for those departments to provide the recordkeeping department with a compilation of their archival records to add to the current database. In a more positive vein, with lack of space for election equipment, this vault is currently housing some of the Town's election equipment that should be accessible and under lock and key.
- ✚ During the summer of 2009 we spent many hours retrieving materials in preparation for our temporary move to the Public Service Administration Building. One of the items we discovered was a series of old, unbound vitals. The Annual Town Meeting of 2012 approved funding for these old, unbound vital records under approval of the Community Preservation Committee. The bidding process for this records restoration project was put on hold until after the completion of the 2012 fall elections. We plan to begin the bidding process late fall 2012 – after completion of a hectic fall election season.
- ✚ The Massachusetts Fish & Wildlife online licensing program beginning in 2012 seems to be working well. Because the vendor wanted to swipe the town's checking account weekly to retrieve their fees and the Treasurer does not permit an outside vendor to do so, the Town Clerk's Office no longer issues these licenses. Loss of revenue from these licenses was minimal.
- ✚ FY2012 revenue totaled **\$208,828.80** compared with FY2011 of **\$241,064**. This represents a lost of **\$32,234.82** and is concerning. The two revenue items that the Town Clerk's Office no longer provides our residents are Fish & Game Licenses and Passports. The Fish & Game revenue was minimal amounting to \$142 in FY2011. The Passport revenue was approximately \$3650 in FY2011. It is my understanding that the Town Managers Office received \$4350 in revenue from processing passport applications in FY2011.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Town Clerk & Board of Registrars**

The following are total revenues by category for Fiscal Years 2007 – 2012:

	<b>FY2012</b>	<b>FY2011</b>	<b>FY2010</b>	<b>FY2009</b>	<b>FY2008</b>	<b>FY2007</b>
<b>Liquor Licenses:</b>	\$74,724	\$70,095	\$84,470	\$58,130	\$69,580	\$61,755
<b>Other Licenses:</b>	\$19,823	\$21,192	\$20,662	\$19,857	\$20,255	\$22,351
<b>Dog Licenses:</b>	\$30,731	\$30,089	\$27,840	\$28,282	\$27,044	\$26,469
<b>* Fish &amp; Game (paid to town):</b>	\$34.25	\$142	\$210	\$241	\$236	\$290
<b>Fish &amp; Game (paid to state):</b>	\$605.25	\$2,488	\$4,007	\$4,583	\$4,559	\$5,688

(\* The Town Clerk's Office no longer sells Fish & Game Licenses as stated above.)

<b>General Fees:</b>	\$82,911.30	\$113,498	\$97,817	\$95,551	\$96,054	\$88,413
<b>** Passports:</b>	0	3,650	\$5,550	\$4,350	\$7,805	\$8,130
<b>Fees from Sec. of State:</b>	0	0	0	0	0	0
<b>Gross Revenue Per Year:</b>	<b>\$208,829</b>	<b>\$241,061</b>	<b>\$240,555</b>	<b>\$219,994</b>	<b>\$225,533</b>	<b>\$213,096</b>

- ✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2012. To date we have restored twenty-seven volumes.
- ✚ Document imaging of the Town Clerk's records and the Board of Selectmen minutes began in Fiscal Year 2005. At that time the Town Clerk's Records from 1900 through 2005 were scanned and put on disk for retrieval. Fiscal Years 2006 through 2011 Town Clerk's Records were added to the program and we plan to continue this method of record management. Funding for the full retrieval program continues to remain on our wish list to use in combination with the MIS scanner to complete the record management search and retrieve program which could be available town wide.

**Department Information**  
**DSR1**

**Department****Town Clerk & Board of Registrars****Board of Registrars:**

The Help America Vote Act (HAVA) passed by the federal government in 2004, continues to implement voting changes. Several new regulations currently in effect includes the voter ID requirement for new voters registering to vote after January 1, 2003, provisional ballots for voters whose name does not appear on the voting list on election day, and the rejection of over voted ballots by the Accuvote scanning machines in order to allow corrections by the voter on election day. The Secretary of the Commonwealth provided federally mandated electronic handicapped marking machines (the AutoMARK) per each polling location (7) for beginning with the April 9, 2007 Annual Town Election. Unfortunately few voters have used these marking machines to date. One voter out of 11,000 is a pretty costly federally mandated program. Passage of Chapter 299 of the Acts of 2006 permits cities and towns to appoint poll workers from outside of the city or town, allows the appointment of no more than 2 election officers who are residents of the Commonwealth and 16 or 17 years of age to work on election day. We had little success posting notices and issuing press releases. We then contacted the High School to solicit students to work on election days with little response until 2009/2010 election calendar. We contacted the Needham High School civic teachers in 2010 and 2012 and they provided us with the names of several students to work on election days. These students were fantastic! We hope to continue to promote High School students as Election Workers on a part time basis.

Additional legislation could include the elimination of the checkout table, elimination of the cancellation device, election day registration and absentee balloting at will. There was a huge push in the State Legislation to pass Election Day Registration in the summer of 2008, but it fell by the wayside at the last hour. It will be back and will most likely become a reality. The MTCA is not opposed to this legislation, but seeks to have several of its members serve on an implementation task force. It is also very apparent that many residents seek to vote by absentee ballot which places a huge hardship on the city and town clerks offices particularly during a Presidential election year. The 2012 presidential election was almost crippled by the second Special Town Election that was called for the same day – November 6, 2012. We processed over 34,000 ballots, 5200 absentee ballots and 150+ overseas UOCAVA ballots sent either by mail, email or fax. The machines, which are tested prior to each election, jammed with the different size ballots. Four machines malfunctioned and had to be replaced during the day. This meant that those precincts then had to reinsert each ballot into the new machine that had already been processed. The lines were long and left little time to process the absentee ballots that go to the polls with the Police Officer on Election Day morning. I and other clerks through the Massachusetts Town Clerks Association will be pushing for legislation that will prevent a board from calling a second election on the same day as the presidential election every four years. No election should ever be compromised. A closer look at the absentee balloting laws in Massachusetts with a view toward updating procedures and still maintaining the voter's integrity is also appropriate. All in all, some legislation may become law and others may fall by the wayside now that the national election is passed.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Town Clerk & Board of Registrars**

**WHAT'S NEW?**

- ✚ The federal government passed the MOVE Act to enable our military and citizens residing overseas to vote by email or fax in addition to postal mail. This process occurred for the first time at the November 2, 2010 State Election. Needham had about 18 federal absentee voter applications. We reviewed each application and for those who included an email address, we sent them notification that they could vote by email or fax. 14 of these applications with emails indicated that they would like to vote in this manner. How exciting! Our citizens living abroad can now vote by email or fax in a matter of minutes. For the 2012 State Election Needham had over 150 overseas voters who received individually both the state and special town ballots.
- ✚ This office has begun the replacement of the very old wooden voting booths. Many of the two-booth units are falling apart and could cause injury to voters if the tray collapses during voting. To date we have purchased ten 4-unit voting booths. Our goal is to purchase additional booths so that each precinct has at least two 4-unit voting booths and supplemented by existing wooden voting booths during elections in which a high voter turnout is anticipated. Each 4-unit booth costs approximately \$660.

Performance measures under the Board of Registrars' division depend mainly on the number of elections per year and the amount of changes in election laws. We will continue to monitor proposed legislation carefully for future implementation.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$282,647.		\$282,647.
Expenses	\$39,265.		\$39,265.
Operating Capital			
<b>Total Operating Request</b>	<b>\$321,912</b>		<b>\$321,912</b>



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2									
Department			Town Clerk/Board of Registrars						
Object			Description				Amount		
DSR2A									
Personnel	FY2012			FY2013			FY2014		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	2	4.6	4	2	4.6	4	2	4.6
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No
1. Salary and Wage Permanent Positions.									
a.	Salary and Wages							265,912	
b.	Career								
c.	Holiday								
d.	Incentive								
e.	Stipends							1,000	
f.	Uniform								
g.									
Sub Total 1							\$266,912		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	80 Election workers per election (1 election in FY14)								
b.	10 Wardens x \$150 = \$1500, 10 Clerks x \$150 = \$1500								
c.									
d.									
e.									
f.									
Sub Total 2							\$11,100		
3. Salary and Wage Overtime (Itemized Below)									
a.	Miscellaneous Overtime							\$3,000	
b.									
c.									
d.									
e.									
f.									
Sub Total 3							\$3,000		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Town Clerk/Board of Registrars	
Object	Description	Amount
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Board of Registrars - \$545 x 3 = \$1635		\$1,635
b.		
c.		
d.		
e.		
f.		
	Sub Total 4	<u>\$1,635</u>
5. Total Salary and Wages (1+2+3+4)		<b>\$282,647</b>
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	4 Typewriters = \$450, 1 time clock @ \$175, 11 Accuvote Machines @ 220 = \$2420	\$3,045
Rental & Leases (527X)	Iron Mountain Storage = \$440, ). O. Box 920663 = \$200 (postal box rental increasing substantially)	\$640
Other Property Related Services (529x)	N/A	
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$290) - \$1740, Record Restoration - \$1200 = \$2940, Program/Print ballots (1 election) ATE \$6,200 + ES&S \$3,200	\$12,640
Communications (534x)	Postage \$.45 TC Misc. (\$1700), Printing Letterhead, Misc. + AG By-Laws \$400, Wireless monthly fee (\$45 x 12 - \$540) = \$2,640. Printing 2014 Street List \$2800, Census Forms/Envelopes \$1200, Confirmation Notices \$1200, Warrants (1) \$125, Postage – Census 11,000 x .44 = \$4,840, Confirmation Notices (1000 x .28 x 2 = \$560), Misc. \$200, Absentee ballots 600 x (1) Annual Town Election x \$.85 = \$510	\$14,075
Recreational & Cultural Services (535x)	N/A	
Other Purchased Services (538x)	Dog Tags, Licenses	\$550
Office Supplies (542x)	Misc. Supplies Town Clerk \$1,000; Election Office Supplies	\$4965

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Town Clerk/Board of Registrars			
Object	Description	Amount		
	(1) \$225; Misc. Supplies Registrars \$1,000; Election Supplies (1) \$100; Voting Booths (4 4-unit booths \$2640)			
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)	Food Supplies for 1 election = \$400	\$400		
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)	Town Clerk Annual Bond = \$100	\$100		
Travel & Mileage (571x - 572x)	In State: 3 MTCA Conferences = \$1000; Tri-County (2 dinner meetings) = \$200. Out-of-State: NEACTC \$350; IIMC \$900	\$2450		
Dues & Subscriptions (573X)	Intl. \$175; NEACTC \$25; MTCA \$150; Tri-County \$25	\$400		
Other Expenses (574 X - 579x)				
6. Total Expenses		\$39,265		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				
		\$321,912		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Legal Department							
Type	Committee		Limited	x	Townwide				
Operational Considerations									
Provides legal services to the Town, including outside counsel. Attends Selectmen's and Town Meetings. Represents Town before courts and administrative agencies. Drafts and reviews contracts, by-laws and regulations. Due to increases in rates charged by lawyers and other consultants an increase of \$3500 is requested. Also, due to increases in dues and subscriptions a \$500 increase is requested.									
Expense Detail									
Does this request include funding for salary or wage expense?							Yes	x	No
If yes, does the current year budget include this expense?							Yes	x	No
If the salary and wage expense funds a permanent position, indicate the FTE.							.20		
Description							Amount		
a.	Town Counsel retainer salary						71,790		
b.	Professional & technical services, labor counsel, special counsel, expert witnesses and court reporters						23,000		
c.	Dues & subscriptions						4,000		
d.									
e.									
f.									
Total							305,790		
Spending Request Recap									
Description		Base Request		Additional Request DSR4		Total			
Townwide									
Personnel		71,790				71,790			
Expense		234,000		10,000		244,000			
Operating Capital									
Total		305,790		10,000		315,790			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)									
							Yes		No
Does the Department depend on any Federal or State grants to provide services?									
							Yes		No

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Personnel Board**

**Operational Considerations**

The Personnel Board is established under M.G.L. c. 41 § 108A and C. The Board works with the Town Manager and provides guidance pursuant to the Town's human resources systems in accordance with State Laws and the Town's Charter. The Board also advises Town Meeting when appropriate.

The functions of the Human Resources Department include reporting, when appropriate, to the Board of Selectmen, the Town Manager, and Town Meeting; receiving copies of articles related to the human resources systems that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to the Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, Personnel Board, and Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements.

The professional and technical services line is increased because for the last 3 years, this line item has been supplemented with funding from the Town Manager's line to pay for these studies reducing available funds for other personnel programs such as training. The proposed DSR 4 request more accurately reflects the actual expenses associated with one study. The proprietary consultant has retired and sold his business to another company which held the FY 13 costs firm because a contract was in place but we cannot guarantee a continuation of the reduced rate consideration from the new company as we will have to follow procurement laws.

**Performance Factors**

According to the standard classification and compensation schedule, the Management titles were scheduled for FY 2013. This study has not yet been contracted due to the delay in completing the two previous studies. The next groups in line for a study are as follows: NIPEA, (DPW position titles), BCTIA (Trades and Custodians), Professional and Technical (non-represented) and ITWA (Independent Town Workers' Association).

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	600		600
Expenses	11,000	7,000	18,000
Operating Capital			
Total Operating Request	11,600	7,000	18,600

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department			Personnel Board							
Object			Description				Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
		1	.02		1	.02		1	.02	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							600		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends									
f.	Uniform									
g.										
Sub Total 1							600			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Personnel Board
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		600
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Classification and Compensation Study according to standard schedule	11,000
Communications (534x)		
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)		
Dues & Subscriptions (573X)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Personnel Board		
Object	Description	Amount		
Other Expenses (574 X - 579x)				
6. Total Expenses		11,000		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		11,600		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
		YES	NO	X
Does the Department depend on any Federal or State grants to provide services?				
		YES	NO	x



Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		Personnel Board							
Title		Professional and Technical Services					Priority		1
DSR4									
Expenditure Classification	FTE	Frequency				Total \$			
		Recurring Amount		One Time Only Amount					
Salary and Wage									
Expense			7,000					7,000	
Operating Capital									
Other Costs									
Total Request								7,000	
Budgetary Considerations								Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?									x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									x
4. Does the request support activities which produce revenue for the Town?									x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?									x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?								x	
7. Is specialized training or licensing required (beyond the initial purchase)?									x
8. If applicable, will the item(s) being replaced be retained by the Town?									X
9. Does this request address a documented health or safety issue?									X
All <b>"YES"</b> responses must be explained in the narrative									
Description and Explanation									
<p>The professional and technical services line is increased because for the last 3 years, this line item has been supplemented with funding from the Town Manager's line to pay for these studies thus reducing available funds for other personnel programs such as training. The proposed request more accurately reflects the actual expenses associated with one study. The Town has been informed that cost for future studies will increase. This request is based on a conversation with the Town's vendor for a base study at today's cost and a 4% cost inflator.</p> <p>Question 6: If the town does not maintain its regular schedule of classification and compensation studies, the additional exposure to the town will be in the form of additional expense when negotiating collective bargaining agreements in order to obtain current information from comparable municipalities. It is the town's experience that the union negotiators come prepared to the sessions with data they have collected.</p>									

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

#### Operational Considerations

The Finance Department's budget is driven by Federal, State, or local requirements and financial and budgetary work created as a result of the services and operations provided by municipal and school departments to residents, young and old, taxpayers, commercial operations, commuters, and visitors. The primary functions of the Finance Department are to protect the financial assets of the Town; monitor and enforce procurement regulations, ensure that spending is consistent with appropriations; and assist departments with their reporting and submission requirements. It is our responsibility to accurately calculate property valuations and tax assessments. The department processes bills and collects revenues that are due the Town. The Information Technology Center (ITC) maintains the Town's IT networks (there is more than one) and other system wide technology operations. The department coordinates municipal parking operations with other departments and agencies, and is the office that handles all parking fine appeals. Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law, but have arisen from other efficiency or cost saving efforts, or are just in keeping with good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever expanding dependence on technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided a means to continue services with the same staff. This trend would make the elimination of technology more expensive for the Town rather than a cost savings.

The Department is responsible for the oversight of fiscal management functions, establishment of accounting policies and practices and publication of official financial reports. With virtually no exceptions, expenditures made by any department within the fiscal year cannot exceed the appropriation authorized by Town Meeting. In limited cases, such as debt service where the Town is required to pay debt service regardless of the amount of the annual appropriation, or snow and ice removal expenses, provided that the current year appropriation is at least the same dollar amount or more as the previous year's appropriation, spending may not exceed what is appropriated by Town Meeting.

The Finance Department also develops, updates, explains, and puts into effect internal controls. The Assistant Town Manager/Director of Finance in conjunction with the Town Accountant, Treasurer/Collector, and others, establish fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures.

Although the Finance Department must track and account for numerous **revolving funds** and **grants**, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of **senior volunteers**.

The **FY14 base budget submission** is \$2,472,468 which is a change of **\$40,483 (1.7%)** over the current budget (the department operating budget was amended at the fall special town meeting by \$135,370 which included funding for an additional permanent full-time position in ITC and additional funding for expenses that are being incurred with the change over to a new accounting and financial software system). The submitted budget includes \$55,000 in "transitional expenses" related to the conversion of the accounting and financial applications to the new

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

software package (\$40,000 for licensing and user assistance and \$15,000 for overtime). These same expenses were added to the FY13 budget at the fall special town meeting. An "apples-to-apples" budget comparison would be to back out the temporary expenses from both FY13 revised budget (\$65,370) and the FY14 requested budget (\$55,000) to see the change in the recurring portion of the request. This would be comparing a revised FY13 budget of \$2,366,615 (\$2,431,985 less \$65,370) to a revised FY14 budget request of \$2,417,468 (\$2,472,468 less \$55,000), which results in an FY14 submission that is \$50,853 or 2.1% greater than the FY13 budget. The department has not submitted any DSR4 requests for FY14. There are noteworthy percent changes with individual expense lines, some changes are due to a reallocation of existing funds from one object line to another so that the expense is linked to the account which better describes its purpose. One of the major changes is related to the updated chart of accounts that will be implemented to conform to changes associated with new Governmental Accounting Standard Board's reporting statements. The changes are being implemented in FY13 in advance of the change over to the new accounting and financial reporting application in FY14. A major difference for the Finance Department's budget is that software licenses and user support fees are now reported and charged to a professional and technical services account rather than rental and leases account; all departments must do the same. Below is a summary of the changes for FY14.

#### Salary and Wages:

The fiscal year 2014 budget submission is **\$37,343** higher than the current budget of \$1,600,620, an increase of 2.3% before accounting for any transfers from the Classification, Performance and Settlements budget line by the Town Manager to reflect any adjustments to manager and non-representative employees' wages. The current budget (FY13) already includes the cost-of-living increase for union personnel.

The increase in budgeted salary and wages for FY13 (when compared to the FY12 actual) reflects the addition of two new permanent full-time positions. One position is in the ITC (applications administrator) to support those operations and the second position (finance and procurement coordinator) is to provide assistance to the Assistant Town Manager/Finance in areas of insurance, procurement, and budget preparation. The primary focus is with MGL Chapter 30B compliance and procurement assistance to non-public works departments. The request for FY14 does not seek any additional personnel; the department has 22 full-time and four part-time positions. If one were to compare FY13 to FY12 full-time position counts (on the DSR2 form) it may seem as though only one full-time position was added in FY13, however, the department made some changes to its operations in FY12 which would have reduced the number of full time positions from 21 to 20. The change in the number of permanent part-time positions from two to four was the result of the elimination of the full-time position. The changes were a result of restructuring and shifting some assignments within the accounting, collections, and treasury functions. The addition of the two positions have been identified by management and various boards and committees as necessary because the changes in the demand for technology and the increases in regulatory requirements and market complexities have pushed the Department and its resources beyond the capability to keep pace and to ensure critical functions are given attention.

The budget request includes step and longevity increases for the fifteen (15) employees who are members of the Needham Independent Town Workers' Association union which is based on the collective bargaining agreement with this group which runs through June 30, 2014. There is a 2-1/2% cost of living allowance for FY14. Step and longevity increases, if applicable, for the three non-represented positions, the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan, and the non-benefited part-time positions

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

rates are based on the classification and compensation plans for FY14. Merit pay increases for managers, if any, for FY14 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The base overtime budget has been increased by \$500 for after normal business hours work done by employees related to parking clerk activities and as previously mentioned the request includes the \$15,000 for overtime expenses that may be incurred by the Finance Department and other departments while doing work related to the software conversion.

#### Services, Supplies, and other Expenses:

The fiscal year 2014 submission of \$797,005 is **\$3,140** higher than the current appropriation or an increase of less than one percent. The department overall continues to hold a tight rein on costs by regular examination of its expenses as well as trying to anticipate future operating cost. As noted earlier some expense lines are lower while others are higher, which is due in part to reallocation of certain budget lines to cover higher expenses in other budget expense lines and for expense reclassifications.

#### Department Budget Major Reallocations

- **Rental and Leases** \$258,550 reduction reflects the transfer of those dollars to the **Professional & Technical** expense line. This represents the costs associated with the annual software license and maintenance agreements. With the change in the expenditure classifications being put into place this year, all Town departments were instructed to indentify and reallocate software license and use fees to the professional and technical expense line. This is considered a classification reallocation.
- **Other Supplies & Equipment** reduction of \$29,500 was made to offset an increase in the **Professional & Technical** line for services that support IT operations. The increase in professional and technical expense is to provide assistance with the virtualization, the Exchange 2010 upgrade, and the data center redundancy projects. The purpose is to better support the overall technology infrastructure and help end users to be more efficient and productive in the delivery of services to residents and taxpayers
- **Other Purchased Services** \$1,700 reduction is a transfer to **Other Expenses** for the Treasurer and Collector surety bonds. This is considered a classification reallocation.

#### Department Budget Reductions from FY13

- **Repairs and Maintenance** by \$3,000 or 22% the reduction is due to greater reliance on virtual servers. An added benefit of virtualization is some units use less energy.
- **Rental and Leases** by \$258,550 or nearly 100%; this reflects the account classification change of the use and support software licenses expenses as a professional and technical expenses. The balance of \$1,050 that remains in this line is for the rental of the postage meters.
- **Other Purchased Services** by \$11,325 or 31% reflects both the \$1,700 reallocation to the other expense line that was mentioned above and a \$9,625 anticipated lower cost for ambulance bill collections by the outside service as a result of a new contract. This favorable bid comes at an opportune time as we expect new regulatory changes will increase the expense for billing and collecting in the future. The new contract with a different vendor reduced the percentage fee charged on the collection of receipts.
- **Other Supplies & Equipment** by \$36,770 or 38% reflects both the \$29,500 reallocation mentioned above and the reduction of a

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

\$7,370 one-time expense for equipment and workstation for the new ITC full-time position approved in FY13. There is a \$100 increase in the cost of the parking permits. The effect of these three actions nets to the \$37,770 reduction. This expense line includes items such as toner, ink cartridges, replacement parts for computers, collection supplies, and forms used by the department and provided to other departments. This year because of the use of Managed Print Service for purchasing toner and printer supplies as well as moving to a more cost effective remote access model the dollars typically spent on these items have been reduced. The dollars have been redirected for outside professional and technical assistance.

#### Department Budget Increases from FY13

- **Professional & Technical** by \$306,830 or 124% which reflects the reallocation of \$258,550 from Rental and Leases line for software license and maintenance agreements, \$29,500 from Other Supplies and Equipment line for ITC outside vendor support services, and \$18,780 in increased costs. The \$18,780 increase, due to expected higher cost, reflects an approximate four percent increase in ongoing software license and user fee (\$11,450 which would have been reflected under Rental and Leases line in previous years) and \$7,330 increase in banking related expenses (credit cards) or three percent increase. The total for software license related expenses is \$270,000 (\$258,550 (current ongoing) plus \$11,450 (FY14 increases)). This line also includes the \$40,000 transitional license and user services related to the accounting and financial reporting software conversion previously referenced above. The increase in banking related expense is for credit card processing services.
- **Communications** by \$2,073 or 2% which accounts for the postal rate increase announced for next year and higher legal advertising costs. The postal rate increase that took effect during FY12 was absorbed by the FY13 budget because the number of personal property tax bills that needed to be mailed declined with the adoption of the small dollar personal property exemption approved by the Town. A new contract (lower cost) for mailing and processing services, allowed the Department to reduce the budget request for FY13 by \$7,800 from the previous year; no additional savings is expected to offset the increase in FY14.
- **Office Supplies** by \$260 or 3% reflects the additional expenses for the procurement related activities.
- **Travel and Mileage** by \$1,482 or \$18%, which reflects the expected higher costs for staff to attend professional training sessions including the new software applications. During the past couple of years, the department has restricted travel to professional development trainings, however, with the changes in staff over the past two to three years, new regulations, and the new software, attendance will be necessary so that managers are more current with regulatory changes and staff is better trained on the functionality of the software.
- **Dues and Subscription** by \$140 or four percent reflects the increase in professional association dues for FY14
- **Other Expenses** by \$2,000 reflects the transfer of \$1,700 from Other Purchased Services for the Treasurer and Collector surety bonds plus an additional \$300 in the premiums. The Town is required per Department of Revenue regulation to secure surety bonds on the positions of Treasurer/Collector and Assistant Treasurer/Collector.

#### Operational Capital:

The FY14 base submission of \$37,500 is level funded for the fifth year in a row. These funds provide for the purchase of replacement PCs, low end data servers, and larger laser printers. There is a secondary component to the annual operational capital request found as part of the CIP

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

request for network hardware, larger servers, switch replacements and equipment upgrade at \$30,000 per year.

#### Divisional Activities

**Accounting:** The Town Accountant maintains the Town's financial records in accordance with the Uniform Massachusetts Accounting System (UMAS). The office relies upon the enterprise-wide financial software applications from SunGard Public Sector. This centralized accounting system is used by all departments including the Needham Public Schools. The system provides a ledger-based system of revenue and expenditure accounts enabling the Town Accountant to control obligations and expenditures and to ensure that appropriations are not exceeded. The system also tracks receivables, payables, fixed assets, and other accounting processes. The Town Accountant reviews procedures governing transactions in the accounting systems and makes recommendations to the Assistant Town Manager/Director of Finance.

The office also ensures that expenditure controls are in place. Most all obligations are identified through purchase orders, contracts, and other commitments and the monies are required to be recorded as encumbrances. Once encumbered, these funds are not available to support other spending commitments. Departments may use the accounting system to determine, at any given time, the amount of their appropriations that are available for other commitments. During fiscal year 2013 and continuing through fiscal year 2014 the Finance Department will be heavily involved with the implementation of the new financial software. All divisions will be impacted, but on a day-to-day operational level accounting is the non-technical key department in this process. The primary areas of concentration are Payroll, General Ledger and Accounts Payable.

**Assessing:** The primary function of the Assessor's office this year, as it is every year, will once again be one of keeping tabs on the sales and economic activity that took place in calendar year 2012, reflecting any changes indicated by market data gathered, to make adjustments as needed to Residential and Commercial properties in Town. In the residential market this is primarily accomplished by inspecting all properties that change hands to confirm that the physical information as well as the description of the condition of the property in our database is up to date. Buyers of property are also sent questionnaires to confirm the terms of their sale, and establish whether they are in fact "arms length" market transactions. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Inspector. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is of course an essential part of establishing the levy for the subsequent fiscal year.

Owners of Commercial/Industrial property, which is for the most part valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. The uptick in commercial activity in the New England Business Center will begin to accelerate in 2012 and 2013 as work begins on the construction of a Marriott facility. Plans in the works for a large amount of additional office space, now on the drawing board, as well as the construction of a new data center will enhance tax revenue in the commercial/industrial realm going forward. The impact on overall rents in the NEBC due to the advancement toward Needham of the "add a lane" project, with its Kendrick Street ramp, will also most likely be positive due to increased accessibility to the area in the not too distant future.



## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

A third element of the value triad consists of business personal property. The primary job of the office, in this area, is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners, who are required to list their assets. These forms are then reviewed by office staff and, in the case of some complicated returns, an outside vendor is retained, to determine the value and taxability of the listed items. The staff also does onsite visits to many businesses during the year to verify the listings of assets submitted. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in the park is likely to be significantly enhanced by the equipment sure to be housed in the new data center expansion mentioned above.

Fortunately, Needham continues to buck the trends brought about by the economic downturn in recent years, prevalent in much of the Commonwealth. Median residential sales prices have risen slightly. The minor upward adjustments to vacancy and expense rates, necessary to reflect a slight downward turn in the commercial realm several years ago, have not had to be expanded upon, thereby keeping values stable in the commercial/industrial sector.

As always the office will process in excess of 27,000 vehicle excise bills from information provided by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year.

**Collector:** The Collector's office continues to ensure that all bills. i.e. real estate, personal property, excise, water and sewer bills are mailed timely and in accordance with state statutes. Although we have experienced yet another economic slow growth year, the Town continued to maintain a stable collection rate as the chart below indicates. The monitoring of collections and the timely billing as well as the aggressive pursuit of delinquent accounts will always be a top priority. Accounts that remain delinquent beyond the end of the Fiscal Year are notified and if unresponsive are advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%.

We remain sensitive to the needs of the public and the impact lower interest rates have had on individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual tax payer's circumstances while complying with state statute and maintaining timely collections. Working with individuals has provided the results shown below in the Performance Factors.

**Treasurer:** As reflected in the fiscal year 2013 operational considerations, fiscal year 2014 does not appear to provide any respite. We continue to be confronted with continuing challenges with regard to providing a substantive yield on our investments. As has been proven by the continuing instability in the market, safety of Town funds is of utmost importance. Although interest rates have taken a slight uptick (barely worth mentioning) we are still in a very volatile time. To protect Town funds, the Treasurer continues to direct that Town general funds are collateralized or insured. The Treasurer continues to review rating agency reports and although collateralization is a Department

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Finance Department

goal for all funds held in any financial institution for more than 14 days, banking relationships that are in a less favorable position are monitored more carefully and the relationship may be changed.

Funds must be available to meet all expenditures and payroll which dictates the amount of cash that must remain available on a weekly basis. All monies are invested wisely and within the mandates of state statutes. Interest earned during FY12 was yet lower than the previous year and the Treasurer was confronted on a daily basis with ever lower rates; FY13 is not providing any relief in this area. Yields remain consistent with FY11 and FY13 does not appear to be any different. However, the Treasurer has consistently outperformed the established benchmark, MMDT (Massachusetts Municipal Depository Trust) for the past several years as indicated by the chart below.

**Parking Clerk:** Parking activities within the town are administered through the coordinated efforts of several different Town departments. The Police Department conducts enforcement activities in response to the needs of the community. The Highway Department performs installation, signage, repair and maintenance activities. The Finance Department through the Treasurer's office is responsible for the collection of fines and penalties and the resolution of parking appeals through the Office of the Parking Clerk.

During FY12 some changes occurred in the office of the Parking Clerk. In November a new Parking clerk was hired. During the fiscal year, the Town also engaged the services of Complus Data Innovations (CDI) a company which has been in the business of parking ticket management for over 25 years.

In February, a consistent system was put in place to identify and follow-up on delinquent violators who now receive monthly notices which add increases in penalties in accordance with current policies. Online payment of delinquent violation payments and penalties are now allowed, with a service to process overdue tickets. The CDI parking violation software that is utilized enables the staff in the Treasurer's office and the Parking Clerk to track notice and payment activity and view original ticket images.

The Parking Clerk holds weekly hours for hearings and requests are accepted in person, by mail and online. The Parking Clerk maintains ongoing contact with Treasurer's office staff, the Police Department, the Highway Department, CDI, and parking violators. A fair and impartial process for investigating and resolving disputes is in place. A vigorous program has also been instituted to promptly identify and report parking meters needing repair to the Highway Department.

**Information Technology Center (ITC):** Due to the 24/7 nature of the Town services, all systems, applications, and networks must be running properly at all times. Any down time has an effect on all departments especially after hours, which would effect Public Safety departments. Procedures supporting day to day operations needing updating or maintenance require the Information Technology Center (ITC) staff to schedule these events for off hours and weekends. An additional technology position was approved for FY13 and the funding was secured at the Fall Special Town Meeting, but the demands on the staff continue to stretch the resources of the department. Although the number of Town employees has not increased significantly over the years, requests to supply desktop workstations, laptops, communication devices, and tablets to existing employees has increased annually. This increased number of Information Technology Users (ITU) has more



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Finance Department**

than doubled. These requests for devices along with increased use of departmental and enterprise wide applications have increased the demands on the department to provide support. All of the increased day to day support activity has impacted the ability of the ITC to support its own internal projects as well as other departmental long term projects that are designed to increase efficiency and productivity within the departments. This has lead to the use of more dollars for consultant support in projects. The department has been heavily involved in the new financial application, which has also had an impact on resolving day to day or short term requests in a timely matter.

The ITC implemented a "Managed Print Service" solution for the purchasing toner and printer supplies. This has proven to be a more cost effective model, which has reduced the amount spent on these items. This system also brings to the attention of the users a better understanding of their consumption of the supplies. ITC continues to seek cost effective ways to more efficiently use budget dollars specifically in back-end application management, hardware configuration, and employee access. The purpose of all these is to better support the overall technology infrastructure and help end users to be more efficient and productive in the delivery of services to residents and taxpayers.

**Performance Factors**

**1. Direct deposit of pay participation by employees.**

Measure: Percentage of payments by direct deposit vs. check.

Results:

Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
FY08	69%	75%	76%	78%
FY09	70%	82%	81%	84%
FY10	73%	78%	78%	81%
FY11	79%	81%	83%	84%
FY12	84%	83%	85%	84%

**2. Number of management letter comments by Independent Auditors compared to prior years and the number of comments from a prior year which carried forward. A comment means something requires improvement.**

Measure: Number of comments; Number of comments from a prior year.

Results:

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

Department		Finance Department	
	Fiscal Year Audited	Comments	Prior Year Comments
	FY07	4	3
	FY08	4	2
	FY09	2	0
	FY10	5	2
	FY11	5	4

**3. Percent of taxable construction permits issued that were captured by the assessment date (Reports how much new construction is captured for taxation).**

Measure: Percentage of new construction permits inspected. Percentage of taxable construction permits issued that was captured by the assessment date. (Note starting next year this measure will include number and type of building permits that generated new growth)

**Results:**

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2008, which is the statutory deadline for the collection of "New Growth" information for the following fiscal year.

One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2009. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY08 results.

One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2010. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY09 results.

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2011. This is the statutory deadline for the collection of New Growth information for the following fiscal year. This mirrors FY10 results. A total of 573 properties were inspected during the year.

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2012. This is the statutory deadline for the collection of New Growth information for the following fiscal

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Finance Department**

year. 1,069 properties were inspected, several multiple times. This resulted in a residential New Growth valuation, which still is to be certified by the Department of Revenue, of over \$87 million dollars.

**4. Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills.**

Measure: Number of changes (corrections) per year as a percent of the total number of parcels.

Results:

Of the 10,928 Real Estate (Residential and Commercial) and Personal Property accounts billed in **FY08**, the value of 55 of those properties, or .005% of those accounts saw changes in value due to the abatement process.

Of the 11,097 Real Estate (Residential and Commercial) and Personal property accounts billed in **FY09**, the value of 80 of those properties, or .007% saw changes in their value through the abatement process vs. .005% in FY08. The average adjustment in tax dollars for FY09 was \$1,186 vs. \$4,325 for FY08

Of the 11,150 Real and Personal property accounts billed in **FY10**, the value of 69 of those properties, or .006% saw changes in their value through the abatement process vs. .007% in FY09. The average adjustment in tax dollars for FY10 was \$1,487 vs. \$1,186 for FY09.

Of the 10,691 Real and Personal property accounts billed in **FY11**, the value of 50 of those properties, or .004% saw changes in their value through the abatement process vs. .006% in FY10. The average adjustment in tax dollars for FY11 was \$1,613 vs. \$1,487 for FY10.

Of the 10,664 Real and Personal property accounts billed in **FY12**, the value of 74 of those properties, or .006% saw changes in their value through the abatement process vs. .004% in FY11. Although the percentage of account with value changes is slightly higher than the .004% for FY11, it is the lowest number and percentage of properties adjusted through the abatement process in the Department of Revenue Triennial Revaluation year. The average adjustment in tax dollars for FY12 was \$2,223 vs. \$1,613 for FY11.

**5. NEW: The number of customer bill payment transactions done electronically rather than mailing or delivering a payment to the Treasurer/Collector's office**

Measure: The number of tax and utility payments submitted via an ACH payment rather than by check to the Treasurer/Collector's office.

Results: (next page)

**Tax Payments (Excise, Real Estate, & Personal Property)**

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Finance Department**

<b>Fiscal Year</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Escrow Service Payments	16,716	16,772	16,798
Customer Payment by Check/Cash	45,020	45,221	46,197
Customer Payment by ACH	403	430	452
Total Payments	62,139	62,423	63,447
Total Payments by Customer	45,423	45,651	46,649
Percentage of Customer Payments by ACH	0.89%	0.94%	0.97%
Escrow Service Amount Paid	\$31,656,365	\$33,092,355	\$34,495,525
Check/Cash Amount Paid	\$54,111,147	\$57,351,710	\$59,605,651
ACH Amount Paid	\$667,975	\$718,509	\$768,414
Total Amount Paid	\$86,435,487	\$91,162,574	\$94,869,590
Total Amount Paid by Directly by Customers	\$54,779,122	\$58,070,219	\$60,374,065
Percentage of Amount Paid by Customers via ACH	1.22%	1.24%	1.27%

**Utility Payments**

<b>Fiscal Year</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Customer Payment by Check/Cash	30,081	32,075	28,003
Customer Payment by ACH	6,876	7,328	7,570
Total Payments	36,957	39,403	35,573
Percentage of Payments by ACH	18.61%	18.60%	21.28%
Check/Cash Payment Amount	\$11,435,759	\$12,256,608	\$11,144,174
ACH Payment Amount	\$1,733,271	\$2,107,381	\$1,959,593
Total Payment Amount	\$13,169,030	\$14,363,989	\$13,103,767
Percentage of the Amount Paid by ACH	13.16%	14.67%	14.95%

NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. The tables above reflect the activity. The benefits to the Town in having customers pay via an electronic submission are the handling transaction costs are lower and the funds are consider good at the time of receipt, reducing both the timing in receiving the good funds and decreasing the number of returned checks.

**6. Optimize earnings on general funds while maintaining adequate liquidity.**

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Finance Department**

Measure: Needham average investment yield compared to MMDT index.

Results:

Needham average investment yield for **fiscal year 2008** was 2.78% as compared to the MMDT rate of 2.72%

Needham average investment yield for **fiscal year 2009** was 2.32% as compared to the MMDT rate of 2.02%

Needham average investment yield for **fiscal year 2010** was 0.46% as compared to the MMDT rate of 0.45%

Needham average investment yield for **fiscal year 2011** was 0.31% as compared to the MMDT rate of 0.29%

Needham average investment yield for **fiscal year 2012** was 0.34% as compared to the MMDT rate of 0.29%

**7. Percent change in year-end delinquent tax receivables (tax money owed to the Town).**

Measure: percentage of tax levy uncollected at the end of each quarter and the fiscal year.

Results:

Percent change in the year-end delinquent tax receivables increased 0.38% from FY07 to FY08, decreased 0.28% from FY08 to FY09, increased 0.14% from FY09 to FY10, then decreased 0.14% from FY10 to FY11, and then increased 0.09% from FY11 to FY12.

<b>Year</b>	<b>1<sup>st</sup> Qtr</b>	<b>2<sup>nd</sup> Qtr</b>	<b>3<sup>rd</sup> Qtr</b>	<b>Year End</b>
FY07	2.20%	3.46%	0.81%	0.66%
FY08	1.74%	2.55%	0.28%	1.04%
FY09	1.80%	2.50%	0.26%	0.76%
FY10	1.69%	2.53%	0.34%	0.90%
FY11	1.70%	2.59%	0.91%	0.76%
FY12	1.77%	2.45%	0.33%	0.85%

**8. Number of business days to close out a "Help Desk" request; percentage of "Help Desk" resolved satisfactory.**

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Finance Department**

Measure: Number of requests resolved within 1BD; 2BD; 3BD; 4BD; 5BD; More than 5BD; percentage of customers who rate service received as satisfactory or better.

Results:

<b>Business Days</b>	<b>1 BD</b>	<b>2 BD</b>	<b>3 BD</b>	<b>4 BD</b>	<b>5 BD</b>	<b>+5 BD</b>	<b>Total</b>
FY08*							
Count*	2,328	25	16	11	6	206	2,592
Percent	89.8%	1.0%	0.6%	0.4%	0.2%	7.9%	100%
FY09							
Count**	4,420	49	31	16	10	412	4,938
Percent	89.5%	1.0%	0.6%	0.3%	0.2%	8.3%	100%
FY10							
Count**	3,457	193	237	153	73	45	4,158
Percent	83.1%	4.6%	5.7%	3.7%	1.8%	1.1%	100%
FY11							
Count**	3,341	255	398	199	78	53	4,324
Percent	77.3%	5.9%	9.2%	4.6%	1.8%	1.2%	100%
FY12							
Count**	2,587	347	104	103	90	677	3,908
Percent	66.2%	8.9%	2.7%	2.6%	2.3%	17.3%	100%

\* The first year data represents approximately 5-1/2 months of activity since the tracking of this information was implemented.

A customer satisfaction survey has not yet been established.

**Note for next year the department will be changing the method of measurement for the above performance measure to: Percentage of normal business hours principal business applications are available**

Total number of business hours Engineering Computer Aided Design was available

Total number of business hours Police Computer Aided Dispatch was available

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Finance Department**

Total number of business hours Town Financial Applications (Sungard/Tyler) were available

Total number of business hours Town Permitting Application was available

**9. Percent of normal business hours enterprise data and system is available; percentage of time the network is available to our customers.**

Measure: Number planned or unplanned down times for an enterprise system during normal business hours; number of unplanned network down events; amount of time system is available vs. unavailable. Percent of time the system is available to our customers.

Results:

**FY08**

Total number of hours network was available 8,706 hours out of 8,760: 99.38%

Total number of business hours enterprise data and system was available 2,200 hours out of 2,210: 99.99%

Planned or unplanned down time events: 11

Unplanned network down time events: 5

**FY09**

Total number of hours network was available 8,704 hours out of 8,760: 99.36%

Total number of business hours enterprise data and system was available 2,190 hours out of 2,210: 99.09%

Planned or unplanned down time events: 8

Unplanned network down time events: 3

**FY10**

Total number of hours network was available 8,692 hours out of 8,760: 99.22%

Total number of business hours enterprise data and system was available 2,221 hours out of 2,236: 99.33%

Planned or unplanned down time events: 6

Unplanned network down time events: 3

**FY11**

Total number of hours network was available 8,711 hours out of 8,760: 99.44%

Total number of business hours enterprise data and system was available 2,143 hours out of 2,236: \*95.84%

Planned or unplanned down time events: 4

Unplanned network down time events: 1

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Finance Department**

\*Lower than usual percentage due to financial system hardware failure in August 2010.

**FY12**

Total number of hours network was available 8,743 hours out of 8,760: 99.81%

Total number of business hours enterprise data and system was available 2,199 hours out of 2,210: 99.50%

Planned or unplanned down time events: 2

Unplanned network down time events: 2

**Note for next year that we will be changing the method of measurement for the above performance measure to: Percentage of time networks are available to our customers.**

Total number of business hours local area network (LAN) was available for:

- a. Town Hall
- b. Public Safety
- c. Public Service Administration Building
- d. Senior Center

Total number of hours wide area network (WAN) was available

Planned and unplanned local area network (LAN) down time events

Planned and unplanned wide area network (WAN) down time events

**10. Percentage of parking ticket requiring formal hearing as a percent of total appeals.**

Measure: Number formal hearings over number of appeals received.

Results: (next page)



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

Department			Finance Department		
FY2008			FY2010		
Number of Tickets	4,565		Number of Tickets	7,413	
Appeals	214	4.69%	Appeals	390	5.26%
Formal Hearings	5	2.34%	Formal Hearings	5	1.28%
FY2009			FY2011		
Number of Tickets	8,641		Number of Tickets	6,494	
Appeals	405	4.69%	Appeals	333	5.13%
Formal Hearings	14	3.46%	Formal Hearings	5	1.50%

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,637,963		1,637,963
Expenses	797,005		797,005
Operating Capital	37,500		37,500
Total Operating Request	2,472,468		2,472,468

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2													
Department				Finance Department									
Object				Description						Amount			
DSR2A													
Personnel	FY2012			FY2013			FY2014						
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)				
	21	2	21.7	22	4	23.7	22	4	23.7				
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes		No	X
1. Salary and Wage Permanent Positions.													
a.	Salary and Wages								1,591,184				
b.	Career												
c.	Holiday												
d.	Incentive												
e.	Stipends								3,000				
f.	Uniform												
g.													
								Sub Total 1		1,594,184			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.	Collector/Treasurer office customer service part time staff 365 hours and vacation coverage to keep office open 5 days per week								7,954				
b.													
c.													
d.													
e.													
f.													
								Sub Total 2		7,954			
3. Salary and Wage Overtime (Itemized Below)													
a.	Accounting office overtime provision for hours for CY payroll reporting and processing, and FY end preparation work as needed								1,000				
b.	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.								500				
c.	Collector and Treasurer offices overtime for seasonal demands e.g., RTS sticker sales extended hours; property tax								1,350				

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Finance Department
Object	Description	Amount
due dates		
d. Technology center overtime related to extended, evening callback, or weekend work.		5,000
e. Parking enforcement appeals research and after hours support		500
f. Software Implementation related overtime		15,000
Sub Total 3		23,350
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Assistant parking clerk annual stipend serves in the absence of the hearing officer		1,500
b. Educational reimbursement		2,000
c. Payment in lieu of vacation		8,975
d.		
e.		
f.		
Sub Total 4		12,475
5. Total Salary and Wages (1+2+3+4)		1,637,963
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Hardware maintenance general financial AS400 & public safety AS400; public safety MDB – ITC (7,600) Hardware maintenance other equipment – ITC (2,000) Office equipment maintenance contracts – AS (1,000)	10,600
Rental & Leases (527X)	Postage Meter – ITC (1,050)	1,050
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance – AC (58,500) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property – AS (30,900) Other accounting consulting services – AC (2,000) Procurement regulation – PO (1,550) Parking ticket processing – PC (13,000) IT application services for any application or technical process requiring outside consulting or training – ITC (48,500)	554,120

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	Banking and Rating Service – CT (30,125) Collection, lockbox, credit card, and service bureau fees – CT (35,600) Debt issuing costs not included in prior appropriations – CT (7,000) Paying agent fees, MWPAT fees, Continuing Disclosure filings – CT (5,550) Accountants annual conference, quarterly training sessions, employee training – AC (3,000) State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (2,175) Required courses for Board of Assessor members. – AS (225) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (795) State and professional related seminars – FD (1,050) Professional outside trainers internal control program – FD (500) Other professional Services – FD (250) Information Systems training for applications – ITC (1,000) Software license and maintenance Operating Systems; Security Systems; Web Site; Applications – ITC (270,000) Appraisal software and network maintenance contract – AS (2,400) Transitional License User assistance charges – ITC (40,000)	
Communications (534x)	Postage & printing – AC (400) Postage, certified, copying, and cell telephones – AS (3,815) Postage, copying , mailing permit, mailing services, postage machine fees, POB, and calling services – CT (8,690) Postage, billing and mailing – CT (89,000) Postage & printing – FD (50) Postage & printing – PC (2,000) Legal notices, postage & printing – PO (1,368) Wireless devices – ITC (3,000) Fax line services and Internet IP – ITC (14,500)	122,823
Recreational & Cultural Services (535x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Other Purchased Services (538x)	Ambulance billing and processing services – CT (25,375) Binding of mandated “permanent retention” state records (0)	25,375
Office Supplies (542x)	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc. Office supplies and materials – AC (1,800) Office supplies and materials plus state Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and Apartments) and other assessing supplies— AS (1,500) Office supplies and materials – CT (2,000) Office supplies and materials including budget and capital plan materials, risk insurance – FD (750) Office supplies and materials – PC (0) Office supplies and procurement forms and other materials – PO (260) Office supplies and materials – ITC (1,500)	7,810
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Camera supplies; field inspection “calling cards”, property cards and field equipment – AS (500) State forms for tax collections and parking permits – CT (1,300) Parking forms, tags and tickets – PC (2,250) Standard computer supplies for ALL depts. forms, paper, ink toners-cartridges, etc – ITC (55,500)	59,550
Governmental Charges (569x)	State CAMA upgrades to Community Software Consortium system – AS (250)	250
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (100) In town vehicle use reimbursements for assessing related	9,532

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Finance Department			
Object	Description	Amount			
	functions. - AS (625) State and professional related required travel for town business- FD (400) Employee educational reimbursement and required travel- AC (1,000); AS (775); TC (3,282); PC (0); PO (350); ITC (3,000)				
Dues & Subscriptions (573X)	Accounting related association dues - AC (300) Community Software Consortium - AS (1,900) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS (800) Collector and Treasurer related association dues; etc. - CT (180) Professional associations - FD (315) Professional associations - PO (100) Network system, GIS dues and subscriptions - ITC (300)	3,895			
Other Expenses (574 X - 579x)	Collector & Treasurer and Assistant bonds - CT (2,000)	2,000			
6. Total Expenses		797,005			
DSR2C					
Capital Equipment Replacement (587X)	Technology Equipment	37,500			
7. Total Operating Budget Capital		37,500			
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,472,468			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES		NO	X
Does the Department depend on any Federal or State grants to provide services?		YES		NO	X

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title			Finance Committee							
Type			Committee	<input checked="" type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input type="checkbox"/>		
Operational Considerations										
The Finance Committee consists of nine members appointed by the Moderator. The Committee recommends a balanced budget each year which is presented to Town Meeting. The Committee makes recommendations to Town Meeting on capital requests and all warrant articles it finds to have a financial impact, relying on policies and principles of sound fiscal management. In addition, the Committee may consider any and all municipal questions for the purpose of making reports or recommendations to the Town.										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If yes, does the current year budget include this expense?							Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.							0.5			
Description							Amount			
a.	Professional and Technical (MMA Annual Mtg, ATFC Annual Mtg)						775			
b.	Office Supplies						100			
c.	Dues and Subscriptions (MMA/ATFC)						350			
d.										
e.										
f.										
Total							1,225			
Spending Request Recap										
Description		Base Request		Additional Request DSR4		Total				
Townwide										
Personnel		31,668				31,668				
Expense		1,225				1,225				
Operating Capital										
Total		32,893				32,893				
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Planning and Economic Development**

**Operational Considerations**

FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents. The enclosed budget and report addresses the Planning and Economic Development function of the new Department.

In FY2004, Needham, through its then Planning Department, joined the Home Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000. FY2012 and FY2013 saw an increase in application fee activity over the previous fiscal years reflecting increased permitting activity following the economic contraction of early 2008. Special Permit and subdivision fees have returned to pre-recession levels of approximately \$30,000 annually with FY2012 and FY2013 Special Permit fees exceeding historical averages due in large part to four new projects namely Wingate at Needham, North Hill, Digital at 128 First Avenue and Center 128 at First Avenue. Additionally, FY2010 saw the first contribution to the Town's Traffic Mitigation Fund to be used by the Town to implement traffic improvements recommended in the plan for the New England Business Center and/or for traffic improvements directly related to the study area and adjacent neighborhoods. It should be noted that although not currently funded it is anticipated that the Construction of Center 128 as currently permitted will provide an additional \$1,005,000.00 to the Town's Traffic Mitigation fund in FY2013 and FY2014. The above-described items constitute the major anticipated change in revenue for FY2013.

	FY '10	FY '11	FY '12	FY '13*	FY '13**
Application Fees	\$26,030	\$22,188	\$58,313	\$89,445	\$109,445
Zoning By-Laws	\$300	\$255	\$300	\$165	\$660
Zoning Maps	\$210	\$195	\$150	\$60	\$240
Subdivision Regulations	0	\$15	\$30	\$5	\$15



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

Department		Planning and Economic Development				
	Grants/Donations	\$67,856 <sup>a</sup>	\$67,389 <sup>b</sup>	\$59,648 <sup>c</sup>	\$36,149 <sup>d</sup>	\$111,149 <sup>e</sup>
	Traffic Mitigation Fee	\$18,000				\$930,000
	Total	\$112,396	\$90,042	\$118,441	\$125,824	\$1,151,509

<sup>a</sup>Home Program (\$67,856 received).

<sup>b</sup>Home Program (\$67,389 received).

<sup>c</sup>Home Program (\$59,648 received).

<sup>d</sup>Home Program (\$36,149 received).

<sup>e</sup>Home Program (\$36,149 received) and Traffic Study (\$75,000 committed).

\*Revenue received July 1, 2012 through October 31, 2012.

\*\*Projected revenue to June 30, 2013.

**Performance Factors**

Pursuant to the appropriation May 2010 by Town Meeting, the Planning Board and the Council of Economic Advisors ("CEA"), a committee established by the Board of Selectmen to evaluate Town-wide economic conditions and make recommendations to promote and encourage new and existing businesses, sought the services of an interdisciplinary team led by a qualified planning, economic development, urban design and traffic firm to undertake a follow-up study of the New England Business Center ("NEBC") to that originally completed by Goody, Clancy & Associates in 2001. The purpose of the study was to explore recurrent issues raised by local businesses, developers, real estate brokers and tenants during symposia sponsored by the CEA in regards to expanding the type and mix of allowable uses, including medical uses; expanding the allowable amount of restaurant, retail and other consumer service uses on the first floor of multi-story buildings; analyzing which dimensional controls were restraining development; and assessing the traffic and other impacts of proposed changes. The planning study focusing on the New England Business Center (NEBC) was initiated in FY2011.

The 215-acre NEBC is the economic powerhouse of the Town of Needham. In FY2010, the NEBC provided 57 percent of all tax revenue that came from commercially and industrially classified properties in Needham. The study's objective was to identify a balanced plan appropriate to (1) expanding the type of allowable uses and mix of commercial uses within the NEBC so that the park can respond to market demands and fulfill its development potential; (2) expanding the allowable amount of retail and/or other consumer uses and/or restaurant uses on the first floor of multi-floor developments; (3) analyzing which, if any, existing dimensional controls are restraining development, either prohibiting it altogether on smaller lots or not providing sufficient financial incentive to encourage development; and (4) assessing what the traffic and other impacts are of various levels of different uses and/or mix of uses and/or regulatory changes increasing the density of development so that a proper balance

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Planning and Economic Development

can be reached between appropriate fiscal incentives and acceptable levels of impacts on our community. The first phase of the study was completed in FY2011 and recommended changes in the use profile for the park including the expansion of the allowed mix of retail, restaurant and consumer services on the first floor of multi story buildings and the clarification of certain permitted medical uses. Said zoning changes were presented to and adopted by the May 2011 Annual Town Meeting. Phase 2 of the study which relates to dimensional changes was not complete at the time of the May 2011 Annual Town Meeting. Accordingly, the Planning Board advised Town Meeting that it would be back in the fall of 2011 with respect to the NEBC recommended dimensional zoning changes. Said changes were presented to and adopted by Town Meeting in the fall of 2011 and removed dimensional requirements that were providing impediments to development in the NEBC. The changes included reductions in front yard setback and open space requirements along with increases in permitted maximum lot coverage, height and floor area ratio standards. Said adjustments will permit greater flexibility, especially when coupled with a general provision granting discretion to the Planning Board to relax dimensional requirements (except height) up to 25% after making specific findings as to the propriety of the waivers as to a particular project and location. Successful office parks, such as those located in Waltham, Lexington and Burlington, have flourished due to the flexibility of their zoning provisions. In order to foster economic growth, the Town has now incorporated into its zoning code the flexibility required to compete with other communities for development.

To support the development of the NEBC district and provide the required infrastructure, the Department has worked closely with the City of Newton in relation to the Needham Street/Highland Avenue corridor project, as well as with respect to mass transit uses of the abandoned MBTA rail bed at that locale. We are currently working together on a planning study to explore the feasibility of the latter and on pressing for completion of plans for and funding of improvements along the corridor of the former. The Director of Economic Development has been appointed to serve on the 128 Business Council Board of Directors, which may assist in those efforts.

A comprehensive planning study focusing on improving and enhancing Needham Center was completed in FY2009. The planning effort engaged the Town, including municipal officials, citizens, business interests, property owners, and, where appropriate, federal and state transportation agencies, in a focused and prioritized planning effort to improve the downtown area. To assure that Needham Center continues to serve its important social and economic function, the comprehensive planning process achieved two primary objectives: 1) developed a cohesive comprehensive plan for the future of Needham Center, which addresses the land use, infrastructure, parking and traffic issues; and 2) educated and involved the community during plan development to assure a planning effort supported by a broad range of community representatives. Zoning, land use, and dimensional regulations such as height, setbacks and FAR were addressed, as well as parking, finance, marketing and other aspects of creating an attractive context for investment in a mixed-use center. Warrants for zoning changes based on the plan were presented and adopted at the Annual Town Meeting in May of 2009. Implementation of the Plan and its recommended next steps agenda remains one of the primary goals and functions of the Department.

In FY2011, the Department, in collaboration with the Planning Board and CEA, initiated By-Law changes to the Neighborhood Business Districts in response to constituents' complaints; corrective By-Law amendments to remedy errors which had arisen over time; technical amendments to the NEBC, Highland Commercial-128 and Mixed Use-128 Districts to make sure that medical laboratories, multiple uses and multiple buildings were allowed as envisioned; an outdoor restaurant seating zoning amendment to allow outdoor seasonal dining together with a General By-Law

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Planning and Economic Development

amendment necessary to allow such uses on public sidewalks or property; and a Zoning By-Law amendment which authorized the Planning Board to make a determination that a use was within the same general use category and was similar in kind and impact to one specifically allowed in the Use Regulations by right or by special permit. These zoning amendments were overwhelmingly approved at the Annual Town Meeting in May 2011.

The Director of Economic Development served as ombudsman for businesses, town departments and individuals on a wide variety of development issues. During FY2012, the Economic Development Office completed a Commercial Permitting Guide for property owners, developers, brokers, and contractors who want to develop land in Needham. The Guide contains clear, easy-to-follow instructions for seeking permits and approvals from Town boards and departments. Although no permitting guide can provide an all-inclusive look at the permits and approvals required for a specific project, this booklet will assist applicants in understanding the basics of Needham's development review and permitting procedures thereby ensuring a more transparent and predictable process.

The Town continued its membership in the Metro West Housing Consortium, which includes Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Lincoln, Natick, Sudbury, Newton, Waltham, Wayland and Watertown. HUD allocated approximately \$1 million to the consortium for the development of low and moderate-income housing. As anticipated FY2004 through FY2008 consortium funds (\$260,000) were utilized at High Rock Homes, where the Housing Authority, with technical support from the Planning Department, oversaw the replacement of approximately 20 of the 80 existing single-family homes with newly built two-family townhouses on the same lot. Construction of this project, which began in FY2008, was completed in FY2009. FY2009 through FY2013 consortium funds (\$280,000) have been allocated to the Charles River Center for the construction of a group home at 1285 South Street. The home will serve individuals with development disabilities. Construction of this new group home is planned for FY2013 and FY2014.

The key challenges facing the Planning Board and Department over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the New England Business Center. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains a key priority and challenge. Additionally, unlocking the economic potential of the New England Business Center remains an overarching goal of the Board and Department.

Finally, during the previous fiscal year the Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the time line between application filing and the scheduling of the public hearing, issuance of the Certificate of Action following close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. FY2012 saw a 2.5 fold increase in the number of permits issued with an increase from 11 in FY2011 to 29 in FY2012. Even with this significant increase in work load which included three new large projects namely Wingate at Needham, North Hill, and Digital at 128 First

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Planning and Economic Development**

Avenue, the articulated goals were met for two of the three studied criteria. During the affected time line 29 new Special Permit applications and 1 Subdivision application were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 5 days of the close of the public hearing, with written decisions filed with the Town Clerk within 9 days of permit issuance. Total average time required to process an application was 58 days with a minimum of 28 days and a maximum of 75 days. Included in the special permits during the fiscal year was one outlier project where additional time was required to enable the Petitioner to provide supplemental analysis and plan modifications. When this project is removed from the analysis, total days required to process an application drops to 45. The Department plans to continue to track these items and will submit a similar report with its FY2015 budget request.

<b>Application Timeline</b>	<b>Average # days until Public hearing (PH)</b>	<b>G O A L</b>	<b>Average # days after PH closed until Decision issued</b>	<b>G O A L</b>	<b>Average # days until decision filed with Town Clerk</b>	<b>G O A L</b>	<b>Total average # days to process an application</b>
<b>Fiscal Year 2012</b>  <b>29 Applications Processed total</b>	30	35	5	14	9	5	58
<b>Fiscal Year 2011</b>  <b>12 Applications Processed total</b>	27	35	9	14	8	5	67

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Planning and Economic Development**

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	252,939	35,000	287,939
Expenses	16,460		16,460
Operating Capital			
Total Operating Request	269,399	35,000	304,399

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Planning and Economic Development						
Object				Description			Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	3	1	3.295	3	1	3.295	3	1	3.295	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						247,861			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends									
f.	Uniform									
g.										
Sub Total 1							247,861			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary						5,078			
b.										
c.										
d.										
e.										
f.										
Sub Total 2							5,078			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Planning and Economic Development
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		252,939
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Publishing Costs: Zoning By-Law, Subdivision Regulations, Special Permit Regulations, Permitting Guide, Zoning Map, Planning Studies: Planning & Economic Development	6,500
Communications (534x)	Statutory Legal Notices and Postage	4,700
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		1,500
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	American Planning Association (Regional) Annual	2,260

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Planning and Economic Development		
Object	Description	Amount		
	Conference and Misc. State, Private and University Sponsored Conferences			
Dues & Subscriptions (573X)		1,500		
Other Expenses (574 X - 579x)				
6. Total Expenses				
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital		16,460		
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$269,399		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	NO	X
Does the Department depend on any Federal or State grants to provide services?		YES	NO	X



Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Planning and Economic Development				
Title	Community Housing Specialist		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$35,000		\$35,000	
Expense					
Operating Capital					
Other Costs					
Total Request				\$35,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?				X	
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				X	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>The Department of Planning and Economic Development seeks the approval of the Town Manager to hire a part-time Community Housing Specialist. The Community Housing Specialist would provide administrative and technical support relating to affordable housing issues, would coordinate the efforts of various town boards and committees to develop affordable housing opportunities, and would assist in the implementation of the Town's Community Housing Plan. Working under the direction of the Planning and Community Development Director the essential functions of the position would be as follows:</p> <ol style="list-style-type: none"> <li>1. Coordinate and/or conduct planning and feasibility studies for new affordable housing development.</li> <li>2. Monitor local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions.</li> <li>3. Assist Town boards and committees, and private housing developers during the pre-application process for new affordable housing.</li> </ol>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Community Housing Specialist	Priority	1
<p>4. Provide technical support and assistance during the application process and the review and approval process under M.G.L. Chapter 40B.</p> <p>5. Initiate and pursue collaborative efforts among local, state, federal, and private agencies and parties to implement the Town's housing-related plans or studies.</p> <p>6. Prepare and coordinate applications for state and federal resources, including housing grants and loans, assistance and public services.</p> <p>7. Promote, monitor and oversee housing projects throughout the required community application process, including public approvals and permitting, and through closing, construction, and sales.</p> <p>8. Serve as staff resource to an Affordable Housing Committee or Municipal Housing Trust to be appointed by the Board of Selectmen.</p> <p>9. Serve as the Town's representative to the West Metro Home Consortium; attending all meetings and preparing all budgets, grant applications, requisitions and the Annual Consolidated Plan.</p> <p>Funding of the position will enable the Town to remain competitive with other West Metro Home Consortium communities in securing Home program funds for affordable housing development. Beginning in FY 2014 Home funds not spent by a member community during the year received will be placed in a pool to be awarded on a competitive basis. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed for allocation to a desired project. As this strategy will not be available moving forward, having a Housing Specialist on staff will give Needham the required capacity to successfully compete for funding with other Consortium communities who presently have this in house capacity.</p> <p>Funding of the position will further enable the Town to effectively monitor the local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions. Presently, the monitoring function is split among a number of entities creating a lack of centralized oversight and accountability. Placing the monitoring responsibility solely with the Housing Specialist will assure that the desired centralized oversight function is met and will further allow for an easier and more predictable process for those wishing to sell or rent deed restricted affordable housing units.</p> <p>Finally, should the Planning and Economic Development Department be successful in this effort, the costs associated with this additional staff position would be added to the Department's FY 2014 salary account. It is anticipated that \$35,000 additional dollars would be required to fund the new position during the first year. Additional costs would include benefits, a computer and a work station.</p>			

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Community Development

#### Operational Considerations

FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents.

During FY2012, the Community Development Department experienced a temporary loss of its Conservation Director due to a maternity leave; however the Conservation Specialist temporarily served as the interim Director; therefore successfully providing no break in Conservation Division coverage.

The MA wetlands protection fund has been utilized to supplement the salary demands of the Community Development Department. Thirty six hundred dollars (\$3,600) was secured in FY2012 and fifty-four hundred dollars (\$5,400) in FY2013 to partially fund the Conservation Specialist position. A contribution of fifty-four hundred dollars (\$5,400) from the MA wetlands protection fund is included in the FY2014 budget request for the Conservation Specialist position moving forward. As relates the Director of Conservation position, ten thousand dollars (\$10,000) was secured from the MA wetlands protection fund to partially fund the position in FY2011, FY2012 and FY2013. The FY2014 budget request funds the position entirely out of the tax levy in accordance with the agreement reached with the Conservation Commission at the time the reorganization plan was implemented. The enclosed budget and report address the "Community Development" function of the Department organized by the two divisions therein namely Conservation and Board of Appeals.

#### **CONSERVATION**

#### **OPERATIONAL CONSIDERATIONS**

The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commissions' primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Division undertakes the following tasks pertaining to wetlands permitting:

- ☐ Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations.
- ☐ Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records.
- ☐ Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes.
- ☐ Maintains case files and materials including computer databases.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

Department	Community Development
<ul style="list-style-type: none"> <li><input type="checkbox"/> Arranges and conducts on-site inspections related to filings.</li> <li><input type="checkbox"/> Reviews wetland delineations.</li> <li><input type="checkbox"/> Drafts permits with associated conditions and other documents.</li> <li><input type="checkbox"/> Monitors construction to ensure compliance with permits.</li> <li><input type="checkbox"/> Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issuance and provide better public outreach.</li> <li><input type="checkbox"/> Responds to complaints and investigates potential violations.</li> <li><input type="checkbox"/> Keeps regular office hours to provide assistance to the regulated community.</li> <li><input type="checkbox"/> Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal projects and activities.</li> </ul> <p>In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup.</li> <li><input type="checkbox"/> Participating members of the Trail Advisory Group and the Town's Integrated Pest Management Committee.</li> <li><input type="checkbox"/> Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems.</li> <li><input type="checkbox"/> Assist the Commission in planning, acquisition, administration and management of municipal conservation land.</li> <li><input type="checkbox"/> Helps prepare Open Space and Recreation Plans to meet criteria for approval.</li> <li><input type="checkbox"/> Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions.</li> <li><input type="checkbox"/> Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants.</li> <li><input type="checkbox"/> Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space.</li> <li><input type="checkbox"/> Educate the public about the importance of protecting wetlands and other open space.</li> </ul> <p>Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY2012, all applications were completed within the noted time line with no requests for additional time requested.</p> <p>The Conservation Division makes every effort to assist Applicants with the filing process. The Director of Conservation meets frequently with property owners and potential applicants to explain the filing process or to provide input on which application would be most appropriate (for a particular site or project). The Conservation Division conducted well over a hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The universalized permitting procedures and deadlines; the Division message system and forms to track written requests; established filing system; inter and intra departmental established procedures; required record keeping and data base entry; drop-in office hours; and established field days all provide consistency and efficiency in project</p>	

**Department Information  
DSR1**

**Department**

**Community Development**

reviews to provide better service and response time to the public.

The collective knowledge and experience of the Conservation Division serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period. One Conservation Commission issued decision was appealed under the MA Wetlands Protection Act for the Town of Needham Department of Public Works General Maintenance Permit. The Director of Conservation played a crucial role in coordinating efforts with the MA Department of Environmental Protection to withdraw the appeal and return permit authority and oversight to the Needham Conservation Commission, in order to allow for the Department of Public Works to maintain and repair its existing infrastructure in a timely and efficient manner.

**FY 2010 THROUGH FY 2012 OPERATIONAL ACHIEVEMENTS**

Since the creation of the Community Development Department in FY 2010, the Conservation Division has established written administrative procedures to increase efficiency, consistency and better serve the public. Written permitting procedures and deadlines were developed along with a Division message system and forms to track written requests. Inter and intra departmental procedures were established including required record keeping and data base entry; drop-in office hours; and designated field days that provide better service and response time to the public. Specifically, written guidelines were developed for the following: electronic filing system; abutter list requests & notifications; legal ads; agenda postings; commission packages; meeting notes; meeting minutes; site visits; public hearing & preparation; pre-hearing site visits; pre-construction site visits; and demolition permit procedures.

Additionally, the Conservation Division coordinated the creation of a Town wide GIS wetland map that has significantly increased the efficiency and accuracy of site investigations regarding the presence of state and town protected wetland resource areas and associated protection zones. The Conservation Department also worked with the GIS Department to create ARC MAP templates for USGS Maps and Wetland Site Maps with parcel and topographical information that have professional legend and title data and can be used for town permit application filings along with permit issuances.

**LAND MANAGEMENT**

With respect to FY2012 land management activities, the Conservation Commission continued its ongoing work to implement the Comprehensive Master Trails Plan and finalize the Open Space Plan and Recreation Plan. In cooperation with the Trails Advisory Group (TAG), the Conservation Commission has made tremendous progress over the last year in implementing the first priorities of the Master Plan including signage, kiosks, a trail steward program and improved trail maintenance. The Commission has partnered with Eagle Scouts Award applicants and the Town of Needham Forestry Department to complete maintenance of several Ridge Hill Reservation trails. Additionally, in January of 2012 the Conservation Commission created and voted unanimously to implement an Ecological Management Plan for Ridge Hill Reservation. The plan's goal for ecological management is to preserve, restore, or enhance the ecological integrity and natural diversity of the Ridge Hill Reservation in a way that protects the values of this important conservation land and that is consistent with the reasons that the Town acquired and protected the land. This plan contains recommended management of Ridge Hill that will protect its habitats and biodiversity.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Community Development**

**ZONING BOARD OF APPEALS**

**OPERATIONAL CONSIDERATIONS**

The Zoning Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. Chapter 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws.

The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations.

In FY2012 the Board of Appeals completed an update of its Chapter 40B comprehensive permit regulations including both procedural and substantive requirements. The updated regulations include (a) minimum submittal requirements, (b) filing and/or administrative fees, (c) review fees, utilizing M.G.L., Chapter 53G, (d) notice, hearing, and review procedures, (e) standards for approval, approval with conditions and denial of an application and (f) provisions relating to modification of projects.

**Performance Factors**

**Conservation**

In FY2012, the Conservation Commission met formally a total of twenty three (23) times and held a total of ninety six (96) public hearings – nearly 20 percent more hearings than FY 2011 (refer to Table 1). In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out a permit. The Commission handled one hundred and thirty five (135) of these applications and requests during this fiscal year (refer to Table 2). Finally, for that small percentage of projects that occur within the Commission's jurisdiction obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2012, eight (8) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas. During FY 2012 the Conservation Commission collected a total of \$12,965.00 in fees and \$1,300 in fines in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected from FY2010 and FY 2011 is likely due to the fee increase from the Regulation changes approved in September of 2011.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Community Development**

**Table 1 : Conservation Commission Public Hearings, Bylaw Fees & Enforcement Fines**

<b>Fiscal Year</b>	<b>Number of Public Hearings</b>	<b>Wetlands Protection Bylaw Fees Collected</b>	<b>Enforcement Order Fines Collected</b>
FY 2010	108	\$7,300	\$1,200
FY 2011	79	\$3,249	\$2,400
FY 2012	96	\$12,962*	\$1,300
*Needham Wetlands Protection Bylaw Regulations Application fees increased in September 2011 which contributed to the increase in application fees collected.			

The following Table 2 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Recent regulatory changes have occurred that impact the Divisions administrative operations and includes Section 173 of Chapter 240 of the Acts of 2010, also known as the MA Permit Extension Act (November 2010 updated August 8, 2012), that automatically extends permits and determinations under both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw for a period of four additional years beyond the original expiration date. It appears that there has been a minor decrease in application filings from FY 2011 to FY 2012 in the form of Notice of Intents and Requests for Determination of Applicability, but there has been a significant shift in Minor Modification requests for existing permits in lieu of filing for new permit applications (see Table 2).

**Table 2: Conservation Commission Application Filings & Requests**

<b>Type of Application Filing/Request</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Notice of Intent	30	30	28
Request to Amend Order of Conditions	3	8	4
Request for Determination of Applicability	18	16	15
Abbreviated Notice of Resource Area Delineation	1	0	0
Extension Permit	3	3	2
Emergency Certification	2	2	2
Certificate of Compliance	20	20	30
Minor Modification Request	1	19	24
Enforcement Order	6	7	8
Trail Maintenance Notification Form	4	6	6
DPW Generic Permit Activity Notification Form	2	2	8
Exemption Letter	10	11	7
Conservation Restriction	1	1	0
Notice of Non-significance	0	0	1
<b>TOTAL</b>	<b>101</b>	<b>125</b>	<b>135</b>



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Community Development**

Despite the continued economic recession in FY2012 the Commission continues to see a high volume of permit applications filings and requests each year. The Department will continue to track the number of formal applications and all revenue-generating administrative requests.

**Zoning Board of Appeals**

In FY2012, the Board of Appeals met formally a total of twelve (12) times and held a total of fifty (50) public hearings and five (5) informal hearings (refer to Table 1). During FY 2012 the Board of Appeals collected a total of \$13,700.00 in fees in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected from FY2010 to FY2011 is likely due to the fee increase from the Regulation changes approved in May of 2010.

**Table 1 : Board of Appeals Public Hearings, Informal Hearings & Fees**

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2010	47	12	\$6,883
FY 2011	65	7	\$11,819
FY 2012	50	5	\$13,700

Within the 50 public hearings conducted in FY2012, twenty-eight (28) special permits, two (2) variances, and one (1) appeal of a Building Inspector decision were presented (refer to Table 2). It should be noted that today's hearings can run for several meetings, and require more intense background checks. The office is handling many more inquiries regarding land use than in previous years; due in part to the current economy where more homeowners are choosing to expand the home they own, which often leads to a formal filing before the Board.

**Table 2: Number of Permit Application Filings in FY2010, FY2011 and FY2012**

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2010	12	28	1	2	2	5	28
2011	14	38	1	1	1	5	41
2012	13	32	2	1	0	1	33
Total	39	98	4	4	3	11	102



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Community Development**

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Moving forward the division has established the following set of goals for the upcoming fiscal year.

- 1) Produce and file all decisions within two weeks of the closing of the public hearing.
- 2) Continue the task of changing the filing system from an applicant-name format to a street-address format. This activity has the effect of also completing missing information and correcting errors in the existing database, making the database a more useful tool.
- 3) Monitor revenue generation in relation to the cost of the application process.
- 4) Expand the website to be more user friendly.
- 5) Provide case reports on the website.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	129,899		129,899
Expenses	11,858		11,858
Operating Capital			
Total Operating Request	141,757		141,757

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2													
Department				Community Development									
Object				Description						Amount			
DSR2A													
Personnel	FY2012			FY2013			FY2014						
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)				
	1	3	2.5	1	3	2.5	1	3	2.5				
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes		No	X
1. Salary and Wage Permanent Positions.													
a.	Salary and Wages									129,899			
b.	Career												
c.	Holiday												
d.	Incentive												
e.	Stipends												
f.	Uniform												
g.													
Sub Total 1										129,899			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.													
b.													
c.													
d.													
e.													
f.													
Sub Total 2													
3. Salary and Wage Overtime (Itemized Below)													
a.													
b.													
c.													
d.													
e.													
f.													
Sub Total 3													
4. Other Salary and Wage Expenses - (Itemized Below)													

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Community Development
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		129,899
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Consultants (environmental assessments, enforcements, appeals	2,900
Communications (534x)	Wireless Device, Postage, Legal Notices	5,267
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		1,541
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		140
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	Misc. State, Private and University Sponsored Conferences	1,000
Dues & Subscriptions (573X)		1,010

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Community Development		
Object	Description	Amount		
Other Expenses (574 X - 579x)				
6. Total Expenses				11,858
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				141,757
8. Total Base Request (Line 5 + Line 6 + Line 7)				
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
		YES		NO X
Does the Department depend on any Federal or State grants to provide services?				
		YES		NO X

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Police Department**

**Operational Considerations**

<b>FY 2012 Activity</b>		<b>FY 2011 Activity</b>	<b>FY 2010 Activity</b>
Calls for Service	33,595	32,800	27,322
Priority 1, 2, 3, Calls	9,958	9,713	10,694
Incident Reports	1,667	1,777	1,682
Arrests & Complaints			
Adult	376	318	328
Juvenile	29	19	29
Motor Vehicle Violations	3,355	3,966	4,124
Motor Vehicle Accidents	437	462	419
Priority 1 calls–Immediate Police Response		Priority 2 calls–Reasonable police response	Priority 3 calls–As available
Examples- Domestic disturbance		Examples- 911 hang-ups	Examples- Simple larceny report
Physical altercation		Past burglary, suspect not on scene	Vandalism
Accident with injuries		Commercial/Residential alarm	Neighbor trouble
Robbery/ hold-up alarm		Suspicious person	

**FY 2014 Budget Request**

The FY 2014 overall budget request of \$5,649,641 is \$326,414 above FY 2013.

**Salaries & Wages**

The FY 2014 salary and wage amount requested is \$5,175,845. The \$333,453 increase is the result of contractual wage increases for bargaining unit members and employee salary step increases.

There is an increase under salary and wage seasonal/temporary category (11,588). The police department presently covers fifty-nine school crossings per day. Part of the increase is the result of COLA increases for crossing guards (3,415). During the past year it became necessary to increase time, at two crossings near the Newman School (4,030). Two other areas that resulted in increases are Matron duty (1,353) and an increase to parking enforcement hours (2,790)

Total Salary and Wage Seasonal requested is \$172,388.

Other salary expenses are the result of salary increases and anticipated increase in shift vacancies. The amount requested for the police department salaries and wages in FY 2014 is \$ 5,175,845

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Police Department**

**Expenses**

The FY 2014 expense request has increased by \$11,591.

Under Repairs and Maintenance, there is an increase to the photocopier maintenance contract over FY 2013 (200). Increased costs to the maintenance of the departments CJIS system and cross-match digital fingerprint system (900). New category Bicycle parts (500) were added to the line to help maintain the departments aging fleet of seven bicycles.

Rentals and Leases- The increase in this category are the result of an increase to the postage meter (120), identikit (30) and TTY phone (75)

Under other property related services- The increase is the result of animal crematory service fees (400).

Professional and Technical, There is no increase to this category.

Communications - There is a slight increase to this category due to increases in postage (150). The increase in Printing costs is due mostly to the number of carbon copy forms we use.(650)

Other Purchased Services- There is no increase to this category

Office Supplies- There is no increase to this category

Vehicle Supplies- The increase to this Category is the result of an increase to gasoline prices(7,006)

Medical Supplies- The increase is the result of cost increases to the medical kits and supplies (600)

Other Supplies and Equipment- The increase under uniforms, reflects the costs to outfit four new officers.(800)

Government Charges- Under this category Court Filing Fees were added to enable the department to file a civil complaint in court against individuals who refuse to pay police detail.(160)

Travel and Mileage- Remain the same

Dues and Subscriptions- Remain the same

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Police Department**

The total expense requested for FY2014 is 292,426

**Capital Equipment Replacement**

The Capital Equipment Replacement request is(\$16,850) less than FY 2013

In FY 2013 the department replaced six vehicles, four patrol cruisers and two unmarked vehicles. This year the replacement of five vehicles is anticipated in accordance with the department's vehicle replacement schedule. They are four patrol cruisers and one SUV. The new vehicles are complete model changes from the previous patrol vehicles. They will require the purchase of additional equipment that was usually swapped from the old vehicle to new vehicle. The additional cost has been factored into the price of the new vehicle.

The total capital equipment replacement request is \$181,370

**Grants & Donations**

We currently receive reimbursement funding under the State 911, Department of Public Safety Answering Point and Regional Emergency Communication Center Support and Incentive Grant Program. The grant funding to each primary 911 call center is based on the previous years 911 call center volume. Last year we received over \$55,000 ,

The Department was also eligible for and received federal grant funding through the Massachusetts Highway Safety Department to conduct high-visibility traffic enforcement. The enforcement mobilizations targeted drunk driving, aggressive drivers and seat belt use. In FY 2012 the Department received \$8,250 through the grant.

These grants are not guaranteed and are subject to federal and state appropriation.

**Total Budget Summary**

The total police department budget request for FY 2014 is \$ 5,649,641.

**Performance Factors**

Since 2006, the police department has participated in ICMA's comparative performance measurement program. This benchmarking project

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Police Department**

analyzes data to evaluate the service-delivery performance of the police department as compared to other police agencies of similar size. The results of this evaluation, indicates the police department compares favorably with other similar sized police departments.

During the past year, traffic enforcement was directed toward several high accident intersections and roadways. The intersection of Hillside and West Street was targeted due to the high number of reportable accidents in the past year. There were twelve accidents with five involving personal injury. In late January, the Department directed traffic enforcement operations toward this intersection in an effort to reduce accidents. Since that time, there have been eight-one enforcement operations at the intersection which has reduced the number of accidents to one, with no personal injury.

During the past year the department investigated two businesses in the Town that were fronts for a prostitution operation. The successful investigation led to the arrest of several individuals and the closure of the businesses.

During the past year the department investigated several burglaries at an apartment complex in Town. The information and evidence obtained by detectives led to the formation of a multi-agency task force to track down and apprehend a career criminal who was burglarizing apartments in several communities. As a result, in June of 2012 Needham Detectives working with detectives from Brookline, Boston and several other communities arrested an individual and charged him with burglaries in Norfolk, Middlesex and Suffolk Counties. At the time of his arrest, his record indicated that he had been arraigned over three hundred times for various crimes.

The Department intends to conduct alcohol compliance checks on all alcohol licensed establishments in town this coming fiscal year. The compliance checks will help ensure that licensed establishments are complying with the Towns alcohol regulations and State Law.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	5,175,845		5,175,845
Expenses	292,426		292,426
Operating Capital	181,370		181,370
<b>Total Operating Request</b>	<b>5,649,641</b>		<b>5,649,641</b>



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2												
Department				Police Department								
Object				Description						Amount		
DSR2A												
Personnel	FY2012			FY2013			FY2014					
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)			
	57		57	57		57	57			57		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No	x
1. Salary and Wage Permanent Positions.												
a.	Salary and Wages									3,602,811		
b.	Career									384,197		
c.	Holiday									12,668		
d.	Incentive									19,240		
e.	Stipends									33,100		
f.	Uniform									58,600		
g.												
Sub Total 1										4,110,616		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	Traffic Crossing Supervisors									145,085		
b.	Parking Enforcement									25,950		
c.	Matron Duty									1,353		
d.												
e.												
f.												
Sub Total 2										172,388		
3. Salary and Wage Overtime (Itemized Below)												
a.	Shift vacancies, Court, Investigations, Emergencies, Meetings & Functions									319,449		
b.	Vacation Shift Filling									186,816		
c.	Elections (1)									5,500		
d.												
e.												
f.												
Sub Total 3										511,765		
4. Other Salary and Wage Expenses – (Itemized Below)												

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Police Department
Object	Description	Amount
a. In Service		133,906
b. Holiday		237,271
c. NOSL Incentive		9,899
d.		
e.		
f.		
Sub Total 4		381,076
5. Total Salary and Wages (1+2+3+4)		5,175,845
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Photocopier Maint (1000) Radar, Lidar other devices (5000), Communication system (18,200), CJIS & crossmatch (2,900) Bicycle parts (500) Vehicle repairs & Inspections (5,500)	33,100
Rental & Leases (527X)	Range Rental ( 2750), Motor Cycle (4,495) P.O. Box (150) Postage Meter (800), TTY (75) Coolers (800), identikit (450),	9,520
Other Property Related Services (529x)	Animal control services (2,100) Crematory(400)	2,500
Professional & Technical Services (530x – 531x)	Employee Training ,Testing Services, Consultant & Technical Services	13,000
Communications (534x)	General Postage (2,000) 911 and other Landlines (6,500) Wireless (12,500), Printing (1,300)	22,300
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Towing ( 1,000) ACO Testing (800)	1,800
Office Supplies (542x)	Office Supplies	6,700
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Police Department		
Object	Description	Amount		
Vehicular Supplies (548x)	Gasoline (109,246) Oil (1,800) Tires, Batteries, Accessories (14,500)	125,546		
Food and Service Supplies (549x)				
Medical Supplies (550x)	Cruiser Medical & Station kits (4,000) DeFib Supplies (1,600)	5,600		
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Uniform Supplies New Issue (12,800) Allowance (6,000) Range Supplies (12,000) Batteries, Portable Radio 10,500) Lab Items and Evidence Supplies (1,900) Patrol, Traffic, Prisoner, Training Supplies (10,500) Other supplies 3,500	57,200		
Governmental Charges (569x)	EMT Licenses (3,000) Court Filing Fees (160)	3,160		
Travel & Mileage (571x – 572x)	Court, Training & Seminars	3,000		
Dues & Subscriptions (573X)	Membership & Dues GBPC, Metro-LEC, NESPIN, IACP, SSPI, Chiefs, Plymouth County, ICMA	9,000		
Other Expenses (574 X – 579x)				
6. Total Expenses		292,426		
DSR2C				
Capital Equipment Replacement (587X)	Four Marked Cruisers (142,440) One Utility SUV ( 38,930) )	181,370		
7. Total Operating Budget Capital		181,370		
8. Total Base Request (Line 5 + Line 6 + Line 7)		5,649,641		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
		YES		NO
Does the Department depend on any Federal or State grants to provide services?				
		YES	x	NO

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

**FIRE**

### Operational Considerations

The Fire Department has three main sources of revenue: the ambulance, fire prevention/inspection permits and fire alarm permits. In FY12 the ambulance revenue totaled \$568,083; while fire prevention/inspection permits brought in \$68,424 and Fire Alarm permits \$61,650.

In addition, the Department, once again, received a Student Awareness of Fire Education grant in the amount of \$5,265. This money provides us the opportunity to have firefighters go into the classroom and teach children about fire safety. We believe that fire safety education must begin at a young age, so we concentrate our efforts on Grades Pre-K thru Grade 3. Without this funding, we would not have the resources to provide this potentially life-saving program.

### Salaries

The salary line items include cost of living increases as per contractual agreements for Firefighter Local 1706, Units A, B and C, ITWA and non-represented employees. Please note that on the DSR 2, we have included a fully funded overtime figure for Firefighter Local 1706 Units A and C.

### Services/Supplies

The following highlights significant changes (+/- \$100) to our services/supplies portion of our budget. The total amount of significant increases over FY13 is \$7,735. The remaining increases of \$316 are incidental dollar amounts.

#### Repair and Maintenance

- FF equipment maintenance contracts ~ \$7,385 **up** from \$6,652 (+\$733)
- Vehicle inspections ~ \$4,640 **down** from \$5,351 (-\$711)
- Outside vehicle repairs ~ \$21,630 **down** from \$26,547 (-\$4,917)
- Radio maintenance contract ~ \$3,306 **down** from \$3,900 (-\$594)
- Radio repairs ~ \$2,200 **up** from \$1,800 (+\$400)
- Defibrillation maintenance contract ~ \$4,768 **up** from \$4,468 (+300)

#### Prof/Tech

- New hire psychological, PAT, Academy Trust Fund ~ \$1,160 not included last year (+\$1,160)
- FF Certification for Fire Academy classes ~ \$180 not included last year (+180)
- Chief and Inspectors monthly meetings ~ \$1,250 **down** from \$1,350 (-\$100)
- Chief, Inspectors, FA Superintendent conferences/seminars ~ \$1,515 **up** from \$1,015 (+\$500)
- Ambupro Software License/User Fee ~ \$4,750 **up** from \$4,650 (+\$100)
- Instructor's fees ~ \$4,500 **down** from \$5,133 (-\$633)

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**FIRE**

- Dispatch 911 training ~ completed last year (-\$3,749)
- Dispatch EMD Refresher training ~ \$650 not included last year (+650)

**Other Purchased Services**

- Tailoring ~ (change in category from Prof/Tech) \$500 **up** from \$375 (+\$125)

**Office Supplies**

- General office supplies ~ \$3,150 **down** from \$3,325 (-\$175)

**Vehicular Supplies**

- Fuel ~ (based on FY12 consumption) \$43,230 **up** from \$39,724 (+\$3,506)  
(Fuel consumption for *FY10*: Diesel~7,680 gal/Unleaded~3,017 gal; *FY11*: Diesel~6,973 gal/Unleaded~3,490 gal;  
*FY12*: Diesel~6,651 gal/Unleaded~2,933 gal)
- General vehicle supplies ~ \$17,235 **up** from \$16,000 (+1,235)

**Other Supplies**

- FF Supplies ~ \$32,501 **up** from \$27,239 (+\$5,262)
- All Uniforms ~ \$33,399 **up** from \$29,676 (+\$3,723)
- Fire Prevention supplies ~ \$300 **down** from \$500 (-\$200)
- Fire Alarm supplies ~ \$3,055 **down** from \$3,200 (-\$145)

**Travel/Mileage**

- General travel and mileage ~ \$3,400 **up** from \$2,315 (+\$1,085)

**Performance Factors**

The Fire Department is continually investing in efforts to enhance our service abilities. Currently, we have trained all of our Public Safety Dispatchers to the level of "Emergency Medical Dispatch" (EMD), which is a State mandate for new staffing requirements for Advanced Life Support (ALS) ambulance operations. In addition, with grant funding which we received, we are training all of our dispatchers to be able to provide "pre-arrival instructions" (PAI) to callers with medical emergencies. The ability to provide these instructions prior to the responders arriving on scene can truly be the difference between life and death. We are working on improvements in our dispatching software which will allow us to track these calls when the pre-arrival instructions were given. It is our intention to provide this material in quarterly reports, which will highlight when the instructions were given and the results obtained. When possible and appropriate, we would also request feedback from the Paramedics who provided patient intervention and treatment on the success of patient outcome as a result of the pre-arrival instructions.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**FIRE**

Over the past couple of years we have been making significant progress in our goal of having the ability to operate both of our ambulances at the Advanced Life Support (ALS) level. Working with twenty other west suburban communities, we were successful in getting the Massachusetts Office of Emergency Medical Services (OEMS) to allow more flexibility in the staffing requirements for ALS ambulances. The current (new) requirements allow ambulances to operate at the ALS level staffed with one Paramedic and one basic EMT. This requirement does not completely cover all types of medical emergencies, but it certainly allows us to provide more advanced pre-hospital care. However, there are several training and regulatory requirements which must be fulfilled prior to operating at this level and with this staffing arrangement. To date, we have completed almost all of those requirements, and expect to have the ability to operate two ambulances at the ALS level simultaneously.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	6,671,597		6,671,597
Expenses	262,016	971	262,987
Operating Capital		10,740	10,740
<b>Total Operating Request</b>	<b>6,933,613</b>	<b>11,711</b>	<b>6,945,324</b>

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				FIRE						
Object				Description					Amount	
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	74	0	74	72	0	72	72	0	72	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	X	No	
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							4,988,302		
b.	Career							229,380		
c.	Holiday							336,845		
d.	Incentive									
e.	Stipends							31,379		
f.	Uniform							520		
g.										
							Sub Total 1	5,586,426		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Admin Assist (Temporary, Part-time) (23.4554/hr X 60 hrs)							1,407		
b.										
c.										
d.										
e.										
f.										
							Sub Total 2	1,407		
3. Salary and Wage Overtime (Itemized Below)										
a.	Fire Overtime, Units A & C ***** In order to cover all Vacations and Personal days in Units A and C (Deputies, Captains, Lieutenants and Firefighters), we will need approximately 648,692. In addition, based on experience from previous years, we will need approximately 120,000 – 135,000 for NOSL, Mutual Aid, callbacks, holdovers, storm coverage, EMS meetings, mechanic’s callbacks, etc. Therefore, the estimated total amount needed for Units A & C is 783,692.							783,692		
b.	Fire Alarm Overtime							10,000		
c.	Fire Civilian Dispatch Overtime							44,353		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		FIRE
Object	Description	Amount
d.		
e.		
f.		
Sub Total 3		838,045
4. Other Salary and Wage Expenses – (Itemized Below)		
a.	In-Service Training	231,275
b.	Working Out of Grade	9,800
c.	Ass't Director, Emergency Mgt	1,500
d.	Fire Civilian Dispatch Holiday Worked	3,144
e.		
f.		
Sub Total 4		245,719
5. Total Salary and Wages (1+2+3+4)		6,671,597
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (829) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus flow and hydrostatic testing, air compressor maintenance contract, annual calibration of CO monitors, recharging fire extinguishers, and small equipment repair (7,385) Vehicle inspections (4,640) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brake, body, pump/aerial and electrical repairs, as well as scheduled maintenance (21,630) Radio maintenance contract (3,306) Radio repairs (2,200) Defibrillator maintenance contract (4,768)	44,758
Rental & Leases (527X)	Acetylene tank rental (120)	120
Other Property Related Services (529x)		



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
Professional & Technical Services (530x – 531x)	Regional shared resources (1,000) New Hire Psychological/PAT and Academy Trust Fund (1,160) Firefighter Certification Exams (180) Monthly MetroFire, Fire Chiefs Assoc. of MA, Norfolk County and Fire Prevention monthly meetings (1,250) MMA Annual Conference, International Association of Fire Chiefs' Annual Conference, Annual Fire Prevention Assoc Conference, Fire Alarm conferences and Fire Chiefs Assoc of MA Professional Development Seminar (1,515) Medical Oxygen (1,300) Ambupro Software License/User fee (4,750) EMT Paramedic Refresher Course/ACLS (7,600) Fire Alarm licenses (270) Police details (336) Instructors fees (4,500) Swiftreach Emergency Notification Software/User License (8,042) Powerphone EMD Recertification (650)	32,553
Communications (534x)	All wireless communications (5,100) All phones/repeater lines (3,100) Postage (285) Printing (125)	8,610
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring (500)	500
Office Supplies (542x)	Office supplies including, but not limited to: pens, paper, stationary, envelopes, notebooks, file folders, tape, etc.(3,150)	3,150
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch, flowers, plantings (385)	385
Vehicular Supplies (548x)	Fuel, regular, diesel, additives (43,230) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires and	60,465

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	general supplies (17,235)	
Food and Service Supplies (549x)		
Medical Supplies (550x)	General medical supplies including, but not limited to: cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, nebulizers, gloves, saline, syringes, sharps, Epi-pen, sanitizers, electrodes, EZIO needles and bandages (25,500)	25,500
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, gates, tools SCBA accessories, batteries and a thermal imager (32,501) All uniforms including, but not limited to: pants, shirts, sweatshirts, hats, gloves, badges, hitch gear, dress uniforms and boots (33,399) NFPA codes on-line (885) Fire Prevention supplies (300) Educational supplies (1,425) Fire Alarm supplies (3,055) Emg Mgt supplies (200)	71,765
Governmental Charges (569x)	Ambulance license (1,000) Food and Drug license (300) EMT/Paramedic State Recertification (5,550)	6,850
Travel & Mileage (571x – 572x)	Mileage, hotels, parking and tolls for all meetings/conferences (3,400)	3,400
Dues & Subscriptions (573X)	Fire Chiefs' Assoc of MA (400) Norfolk County Fire Chiefs (250) IAFC (210) NFPA (165) Fire Prevention Association (80) MetroFire (2,500) Haz Mat Team Member (75) IMSA (80)	3,760
Other Expenses (574 X – 579x)	Meeting refreshments (200)	200

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		FIRE		
Object	Description	Amount		
6. Total Expenses		262,016		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		6,933,613		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	NO	X
Does the Department depend on any Federal or State grants to provide services?		YES	X	NO

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		FIRE							
Title		Radio Remote Satellite Receiver at the Water Treatment Facility					Priority		1
DSR4									
Expenditure Classification		FTE	Frequency		Recurring Amount		One Time Only Amount		Total \$
Salary and Wage									
Expense						\$38.80/month for phone line			\$466
Operating Capital								Radio remote satellite receiver	\$10,740
Other Costs								Installation of phone line	\$505
Total Request									\$11,711
Budgetary Considerations									Yes No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?									<input type="checkbox"/> <input checked="" type="checkbox"/>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									<input checked="" type="checkbox"/> <input type="checkbox"/>
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									<input type="checkbox"/> <input checked="" type="checkbox"/>
4. Does the request support activities which produce revenue for the Town?									<input type="checkbox"/> <input checked="" type="checkbox"/>
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?									<input type="checkbox"/> <input checked="" type="checkbox"/>
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?									<input type="checkbox"/> <input checked="" type="checkbox"/>
7. Is specialized training or licensing required (beyond the initial purchase)?									<input type="checkbox"/> <input checked="" type="checkbox"/>
8. If applicable, will the item(s) being replaced be retained by the Town?									<input type="checkbox"/> <input type="checkbox"/>
9. Does this request address a documented health or safety issue?									<input type="checkbox"/> <input checked="" type="checkbox"/>
All <b>"YES"</b> responses must be explained in the narrative									
Description and Explanation									
A new radio remote satellite receiver installed at the Water Treatment Facility on Charles River Street is needed due to the poor radio coverage in the area. This satellite receiver will help insure the safety of our fire personnel when utilizing radio communications in this part of Town. We will be requesting personnel support from Public Facilities for an electrician to provide a dedicated circuit and electrical receptacle.									

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Building**

**Operational Considerations**

One of the main responsibilities of the Building Department is overseer of several functions of public safety, and enforcements of their applicable codes.

**Massachusetts State Building Code:** The purpose of this Code is to establish minimum requirements to safeguard the public safety, health and general welfare through structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations.

**National Electric Code:** The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity.

**Commonwealth of Massachusetts Fuel Gas and Plumbing Code:** This Code is founded upon certain principles of public health environmental sanitation and safety through properly designed, acceptably installed, and adequately maintained plumbing systems. The Building Department also reviews all building, electrical, plumbing, gas, and sign applications.

Department staff performs all requested inspections of structures undergoing construction and issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulations or code. In addition, department staff inspects buildings or tenant spaces used for the gathering of persons for purposes such as civic, social or religious functions, recreation, food or drink consumption, education, adult/children day care, etc.

The Building Department is funded by its fiscal operational budget.

The FY10 operational budget was \$450,925.00.

The FY11 operational budget was \$461,601.00.

The FY12 operational budget was \$467,911.00.

The FY13 operational budget is \$489,559.00

Monies generated by the Building Department are by means of permit fees, and misc. fees.

Total fees collected in FY10 amounted to \$ **926,841.-** decreased by approx. 5%

Total fees collected in FY11 amounted to **\$1,206,173.-** increased by approx. 37%

Total fees collected in FY12 amounted to **\$1,693,088.-** increased by approx. 40.5%

Fees collected thru 10-31-12 FY13 amount to **\$572,334.-increase by approx. 23%**

The Building Department enforces state and national public safety codes and Town By-Laws.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Building**

The Building Department actively investigates complaints filed with the office regarding building safety, zoning enforcement and general nuisance complaints. The Building Department also fields many calls to resolve other Town of Needham Departments' issues.

Department staff works with town departments involved with planning future developments in town.

The Building Department continues enhancing information on the town web page and handouts designed to assist its customers. For example: MGL Chapter 112 Section 237 instituted a new law effective February 19, 2011, that the installation of any sheet metal work was to be permitted and performed by a sheet metal worker, licensed by the Massachusetts Board of Examiners of Sheet Metal Workers. This work is to be inspected by the Inspector of Building, Building Commissioner, or Local Building Inspector. To create as smooth of a transition as possible for trades- persons and property owners, the Building Department announced this new law coming into effect by means of hand outs and the Town web page. A sheet metal permit application and fee schedule was developed and also made available on the web page. This involved a comparative study of surrounding towns.

The economy is still considered to be struggling. Yet, Needham continues to attract building, development, and new business. Prospective buyers appreciate that construction projects in our community, with regard to safety and zoning, receive full attention and that the Building Department is maintaining high standards. Property purchase in Needham continues to be on the rise.

Number of new dwelling units constructed FY10- **75**

Number of new non-res. bldgs. constructed FY10- **5**

Number of new dwelling units constructed FY11- **77**

Number of new non-res. bldgs. constructed FY11- **3**

Number of new dwelling units constructed FY12- **95**

Number of new non-res. bldgs. constructed FY12- **5**

Number of new dwelling units issued thru 10-31-12 FY13-**21** plus **9** waiting for pick-up.

Despite the nation's struggling economy, last fiscal year Needham property owners reported they spent **\$170,380,686.00 (approx. 49% increases)** to construct or remodel **1,695,141** square feet to buildings and structures. This amounted to a monthly average of **\$14,198,391.00** and **141,262** square feet.

Budget submission for level service is **\$493,592**

**Salary & Wages**

FY14 Budget submission-**\$464,652.00**

FY13 Budget submission-**\$460,619.00**

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Building**

FY12 Budget submission-\$**451,816.00**

**Services, Supplies & Other Expenses**

FY14 Budget submission-\$**28,940.00**

No increase.

**Performance Factors**

The Building Department continues to maintain extensive document information on all town properties. Because of the availability of these well maintained, historical and current records, our department property files are constantly being requested for access & review by the public and other town departments.

The Building Department has provided and continues to offer a high level of customer service through several avenues.

**1.) Information: Written & Verbal**

**Written:**

**On-line 'Easy Permit' Process:**

Guided process for contractors and property owners preparing to build or remodel with links to zoning and building code informational sights.

Permit applications-Building, Electric, Plumbing, Gas, Sheet metal, Sign

Fee schedules-Building, Electric, Plumbing, Gas, Sheet metal

Affidavits-Controlled Construction, Homeowner, Home Improvement Contractor, & Workers' Comp.

**In-Office**-All permit applications-Fee schedules-All Affidavits-Residential zoning info.

In addition, approximately 30-40 informational pamphlets have been generated by the Inspectors as an educational tool or guided process for tradespersons and property owners.

New postings on the web page, and counter displays, as soon as any code changes or amendments are announced by the State.

**Verbal:**

!

Telephone assistance answering endless questions as to building, electric, plumbing & gas codes, as well as zoning and sign by-laws.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Building**

Telephone assistance and guidance as to permit process and special permit process.

Telephone assistance providing property information; property history; ownership; contractor information; etc.

Counter assistance answering endless questions as to permit process, property information, zoning information, contractor information, etc. Inspectors make themselves available before and during normal business hours to meet with contractors and property owners for questions and informal plan reviews.

**2.)Permit Review:**

The Building Department reviews all building, electric, plumbing, gas, sheet metal, and sign applications.

Number of total permits issued:

FY10-**3,281**

FY11-**3,896**

FY12-**4,797-approx. 23% increase**

FY13 thru 10-31-12-**1,826** permits issued-**approx 12% increase**

**3.)Inspections:**

Adjustments in inspection scheduling to ensure on time arrival of inspectors.

Developing an inspection process; resulting in eliminating unnecessary delays of project.

Daily inspection schedules for bldg., plg., gas, electric, sheet metal, and annual state inspections times are posted on the Building Department website by 5:00pm the night before, so that tradespersons and property owners are better able to plan their day and be prepared for the scheduled inspection. This has process has received an exceptional positive response from the public.

Number of requested inspections performed: Building Inspector

FY10-**2,548\*** inspections

FY11-**3,151\*** inspections-increase of 19.2%

FY12-**3,728\*** inspections-increase of 18.3%

Number of requested inspections performed: Plumbing Inspector

FY11-**2,776\*** inspections



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Building**

FY12-2,969\* inspections-increase of 7%

Number of requested inspections performed: Wiring Inspector

FY11-3,078\* inspections-Data available only for FY11

FY12-3,293\* inspections-increase of 7%

**\* These numbers do not reflect emergency calls from Police & Fire Depts.**

**4.)Complaints**

The Building Department fields numerous calls daily from Needham residents expressing their concerns regarding neighborhood construction, zoning conformance, nuisances, noise, parking, water run off, trash, unsightly properties, abandoned properties, unsafe properties, working with out permits, illegal use of property, broken elevators, general maintenance.

The Building Department also receives many written complaints regarding all of the same issues.

The Building Department responds to all complaints by means of letters, phone calls, site visits, or, if applies, directing to the attention of another town department.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$464,652	\$77,463	\$542,115
Expenses	\$28,940	\$2,100	\$31,040
Operating Capital			
Total Operating Request	\$493,592	\$79,563	\$573,155

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Building Inspector						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	7		7	7		7	7		7	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							\$ 433,563		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends									
f.	Uniform									
g.										
Sub Total 1							\$433,563			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Bldg, Plumbing & Gas, and Wiring Inspector coverage for vacation, sick, & conference days.							\$ 20,842		
b.	Inspection coverage for high volume of requests and lengthy, special projects.									
c.										
d.										
e.										
f.										
Sub Total 2							\$20,842			
3. Salary and Wage Overtime (Itemized Below)										
a.	Staff overtime during absenteeism and special projects							\$ 10,247		
b.										
c.										
d.										
e.										
f.										
Sub Total 3							\$10,247			
4. Other Salary and Wage Expenses – (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Building Inspector
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		<b>\$464,652</b>
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)		\$5,231
Communications (534x)		\$4,469
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		\$100
Office Supplies (542x)		\$4,149
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		\$12,000
Travel & Mileage (571x - 572x)		\$2,111
Dues & Subscriptions (573X)		\$880
Other Expenses (574 X - 579x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Building Inspector		
Object	Description	Amount		
6. Total Expenses		<b>\$28,940</b>		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		<b>\$493,592</b>		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	NO	<b>x</b>
Does the Department depend on any Federal or State grants to provide services?		YES	NO	<b>x</b>

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		Building Inspector							
Title		Department Assistant 2					Priority		1
DSR4									
Expenditure Classification	FTE	Frequency				Total \$			
		Recurring Amount		One Time Only Amount					
Salary and Wage	1	\$32,743						\$32,743	
Expense									
Operating Capital									
Other Costs									
Total Request		\$32,743						\$32,743	
Budgetary Considerations								Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?									x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								x	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									x
4. Does the request support activities which produce revenue for the Town?								x	
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?									x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?									x
7. Is specialized training or licensing required (beyond the initial purchase)?									x
8. If applicable, will the item(s) being replaced be retained by the Town?									x
9. Does this request address a documented health or safety issue?									x
All <b>"YES"</b> responses must be explained in the narrative									
Description and Explanation									
<p>The Building Department respectfully requests the hiring of a Department Assistant 2 staff person.</p> <p>This Department is currently staffed with one Department Assistant 2 and one Administrative Specialist to perform the clerical work of building, plumbing, gas, electric, sign, and State certificate permit processing; inspections scheduling, telephone messaging, filing, photocopying, customer assistance, and Inspector assistance. Within the past six months, over 600,000 square feet of commercial construction, including a new motel, has been permitted and will be requiring regularly scheduled building, electric, plumbing, gas, and sheet metal inspections. In addition to current projects, there are several major projects, (of which at least four are new commercial buildings estimated to be approx. 1,000,000 square feet of construction) awaiting the Planning Board process. Particular projects are expected to have a construction duration of at least 2-3 years. This will greatly increase the already large volume of clerical operations of the department. This especially becomes a</p>									

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Department Assistant 2	Priority	1
<p>hardship when due to vacation days, illness, or just lunch breaks, one clerical person has to cover the office. It is not uncommon to see five, six, or more customers at once, standing at the counter wanting assistance. Many hours are spent by the Administrative Specialist coming in early to keep up with associated Admin. Spec. responsibilities and the Dept. 2 Assistant working some additional hours to process mailed in Plg. Gas, Electric and Sheet Metal permit applications; or to complete photocopying requests.</p> <p>An additional staff person will benefit this office with its continued productivity and will greatly assist providing adequate office coverage for the department.</p> <p>1) Computer &amp; phone work station, provided by IT Dept.</p> <p>3) FY 12 brought in approx.1.7 million dollars in revenue. The future commercial major projects alone will bring in over \$1,000,000.00 in fees for the Town. Increase in productivity automatically increases the revenue; but can only be met, without delay, with sufficient staffing.</p>			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Building Inspector				
Title	Local Building Inspector (Part Time) 22.5 hrs.	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$31,220		\$31,220	
Expense		\$600	\$1,500	\$2,100	
Operating Capital					
Other Costs					
Total Request		\$31,820	\$1,500	\$33,320	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?				x	
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?				N/A	N/A
9. Does this request address a documented health or safety issue?					x
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>In its effort of providing excellent customer service, the Building Department respectfully requests to hire a part time Local Building Inspector.</p> <p><b>This added position will mainly focus on plan review.</b> The Town of Needham continues to attract residential and commercial buyers. Building activity in Needham continues to be on the rise. Building Department reports reflect a 28% increase in permits issued in FY12 over FY11 and a remarkable 47% over FY10. Despite the economic struggles being reported nationwide, Needham continues on the increase in residential and commercial productivity. Currently seeking Planning Board approvals are several commercial new construction projects estimating one million square feet of construction. These projects alone will generate an estimated one million dollars in revenue for the Town. Filling this position will accomplish timely plan reviews, avoiding unnecessary delays in permit processing.</p> <p>A change to Massachusetts General Law (MGL) Chapter 13, Sheet Metal Permits, became effective February 19, 2011. Permit applications to</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Local Building Inspector (Part Time) 22.5 hrs.	Priority	2
<p>perform sheet metal work in building, are submitted to the local inspector of buildings, who shall grant or deny all such permit applications and who shall perform the related inspections. Since February of 2011 the local municipality has been mandated to issue a permit prior to any erection, installation, or dismantling of sheet metal work in accordance with 271 CMR 9.02. Any application for a permit shall be made to the inspector before work commences. The CMR does require a separate permit for each building. Submission of a set of construction plans may also be required. Permits shall be issued only to licensed Journeyman and Master Sheet Metal Workers. Inspectors shall insure that permits are issued only to licensees possessing adequate liability coverage. Inspections include all work sites where a permit is required. The inspector shall act upon the request for inspection of the permit-related sheet metal work, and any portions of existing systems that may be directly affected by the work outlined in the related permit application. The inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection. New work, and such portions of existing systems that may be directly affected by new work, shall not be covered until it has been authorized by the inspector.</p> <p>In FY12 a minimum of 800 sheet metal work related inspections were added to the inspectors' schedule because of this change.</p> <p><b>An additional Inspector will assist in meeting this requirement.</b></p> <p><b>The additional Local Building Inspector will also devote time in assisting property owners in closing out old permits.</b> Permits often remain open due to the failure of the persons managing the project to schedule all required safety inspections, prior to completing the permitted work. This is usually discovered when a property changes hands, or, when an application comes in for new work. This unexpected discovery always becomes a dilemma to the applicant and extensive staff time needs to be spent to work with the customer providing assistance and direction, along with comforting assurance of success to a situation that appears very overwhelming to them. Having another inspector working in this area assists the field inspectors having to perform the already high demand of scheduled inspections. Reports for FY 12 reflect an average 15 inspections per day; not including emergency call from Police &amp; Fire. Many requests from builders and property owners cannot be accommodated on their preferred day because the schedule is full. This results in a delay to the next available day.</p> <p><b>In addition, this position will assist with state mandated annual inspections on places of assembly,</b> i.e. schools, dormitories, restaurants, places of worship, hospital care facilities, childcare facilities, apartment complexes, etc., which are performed by the building inspector. Each of these inspections, with the exception of municipal buildings, is associated with a fee. The new position would be assigned to giving more attention to these safety inspections which in turn would generate more revenue for the Town. And, there is always public exposure when safety concerns have not been met, whether it involves private or public facilities.</p> <p><b>Finally, an additional inspector will help create an internal process of permit applications</b> from the time of formal office review; through its circulation of other town departments; and to its issuance, enhancing the streamlining permit process.</p> <p>The budgetary considerations include the following:</p>			



Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Local Building Inspector (Part Time) 22.5 hrs.	Priority	2
<p>2. A computer work station &amp; cell phone provided through IT Dept.</p> <p>4. This new position will help manage the increase in building department activity and services.</p> <p>6. The increased exposure for the Town if the request is not approved is that the Building Department may struggle to meet the requirement of; 'an inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection.' Plan review is delayed causing property owners time and money, resulting in dissatisfaction with the Town's efforts in providing excellent customer service.</p>			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Building Inspector				
Title	Substitute Inspector Increased Hours			Priority	3
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$13,500			\$13,500
Expense					
Operating Capital					
Other Costs					
Total Request		\$13,500			\$13,500
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?				N/A	N/A
9. Does this request address a documented health or safety issue?					x
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>The Building Department respectfully requests an increase in salary and wage for substitute inspector coverage.</p> <p>This calendar year from January 2012 thru October 18, 2012 there have been 46 installations of new gas mains in the Town by N-Star Gas. This is a 450% increase from the usual 10 per year reported by DPW. In addition, according to the N-Star's project engineer, from now thru the end of November, N-Star Gas has scheduled approx. 30 new services for residents on streets with existing gas mains. It is expected by N-Star that the numbers for new services will continue each month and new gas main installations will begin again in 2013.</p> <p>Because this utility is being made more available, and oil prices continue to climb, town residents are converting to this lower cost heating fuel. This conversion has resulted in a dramatic increase in Plumbing, Gas and Wiring permits. The Bldg. Dept. had an increase of 400 plg. &amp; gas</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Substitute Inspector Increased Hours	Priority	3
<p>permits from FY 11 to FY 12. <b>FY13 thru 10/31/12</b> permit records currently reflect an increase of <b>27.5%</b>. To keep up with the high demand for inspections so that patrons are not left without heat and hot water, 100.5 hours of Plg. &amp; Gas subst. coverage have already been spent from 9/14/12 thru 10/31/12, avoiding a negative exposure for the Town. Aside from Plg. &amp; Gas insp. increase, with existing major projects coming to the stage of inspections, and the proposed major projects in queue; it is expected that substitute inspectors will be called in to assist in performing daily scheduled inspections.</p> <p>Average inspection day may consist of 12-15 inspections. Including travel time,@ 30 min. per insp. very little time is left for office paperwork, customers assistance with code questions, plan reviews, or returning calls. Personal time is often given to accomplish this. When the inspection demand reaches 17-20 a day, an assistant is called in to help meet the demand. It is requested that additional funds be budgeted for Subst. Insp. coverage for approx 1.5 days per week for a total of 75 days to assist above and beyond coverage for sick &amp; vacation.</p>			

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Operational Considerations**

**Duties**

The Department of Public Works (DPW) plans, designs, constructs, operates, maintains, and manages all physical facilities that are necessary or desirable in community life.

What if this statement were not true? What if the DPW did not exist? What would a day in the life of the typical Needham family look like?

With a DPW, a day in the life of a Needham household might go as follows:

As the day begins, it is raining heavily outside. The alarm clock clamors goes off. The lights are turned on. A look out the window reveals rain running in the gutters and down the drain in the front of the house. The first stop is the kitchen to get water from the faucet for a pot of coffee and to begin breakfast. Toast is thrown into the toaster and eggs are dropped in a pan on the stove. The next stop is into the bathroom for a shower and other necessary activities. After breakfast, children are piled into the car on the way to school. Traffic is backed up at the traffic light as children are safely crossing.

In another household, the Needhamites are home collecting recyclables and loading the yellow bags of trash into their vehicles to head off to the Recycling & Transfer Station (RTS). At the RTS they use the bottle and can shed and the Goodwill trailer, then peek in the Re-Use-It area. Finally, the yellow bags, paper and comingle are placed into their proper containers.

As the sun comes out, playgrounds fill with small children and dogs and others walk through the Town Forest. In the evening, a High School varsity team plays under the lights. After the game, parents and their teenagers find their cars under the parking lights. As they drive home, the flicker of television and computers is visible. Later, a lone police cruiser drives through the streets lined with street lights and then starts a new day in Needham.

Without a DPW, here is what that same day might have been missing:

- Without the road network, the telephone, cable TV, electric, and gas utilities could not bring the communications, entertainment, and power poles and wires to operate the alarm clocks, coffee pots, toasters, televisions, and computers or natural gas to heat or cook
- Without the pavement, curbing, catch basins, and drain pipes the rain could not be carried away
- Without the wells, pump stations, storage tanks, water mains, and service pipes there would be no water used for cooking, laundry and hygiene
- Without the sewer connections, sewer mains, pump stations, and treatment system, wastewater could not be collected and treated from sinks, dishwashers, shower, toilets, and washing machines
- Without the streets, sidewalks, traffic signals, crosswalks, lane striping, road signs, and street signs, motor vehicles, bicycles, and pedestrians would not be able to move slowly throughout the Town.

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

#### Department of Public Works

- Without the processing of solid waste and recycling, and composting each household would be individual responsible for disposing of these items almost daily
- Without the trees, parks, playgrounds, and athletic fields the quality of life would be severely reduced

Without the materials, supplies, services, vehicles, equipment, tools, and most importantly the people of the DPW, all of these “physical facilities” would not be **planned, designed, constructed, operated, maintained, or managed** in the manner that citizens have determined is **necessary and desired** for community life in Needham.

#### Overall Budget

The DPW has submitted a budget for FY 2014 that is for level service. This budget includes a 4.58% (\$206,179) increase from the approved budget of FY 2013. This is an increase of 3.69% (\$114,690) for Payroll, an increase of 6.52% (\$90,239) for Expenses & Services, and an increase of 19.23% (\$1,250) in Operating Capital. The details of the changes that were made in this budget submission from the prior year’s approved budget are listed below.

#### Line Item Changes

##### Salaries

Contractual increases and step increases have increased Wages & Salaries across all divisions. These changes include a 2.5% cost of living increase. Additionally, the position of Public Works Specialist has been transferred into the Administration Division. It is the intent of this Department to reclassify this position to a Department Assistant 2. Reallocating the funding will more closely reflect the actual responsibilities of this position. The overall increase in the Wages & Salaries and the Other Salary Items line is 3.5% (\$102,120) over the prior years approved budget.

The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. For the entire department the budget has increased by \$4,064 (7.85%). In addition to the 2.5% increase, the Engineering Division increased their request by \$693 (5.87%). This is based on two temporary hires at twelve weeks. The Parks & Forestry Division additionally increased the number of weeks their summer staff is working from eleven to twelve weeks which has resulted in an increase of \$2,078 (5.87%).

The Overtime line item is being increased by 6.02% (\$8,506) over the prior year’s submission. This includes the 2.5% cost of living adjustment. The only division to increase the line above the 2.5% is Parks and Forestry. The Parks & Forestry Division additionally increased their submission by 13.90% (\$4,971) due to on-call needs for debris cleanup and similar incidents that was not included in the past years submission. The October snow storm of 2011 and Tropical Storm Irene highlight the need for this program.

##### Energy

Overall the Energy line is decreasing by 32.66% (-\$21,813). The Energy budget is based on an average of the past three years of consumption

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Department of Public Works

data multiplied by an estimated cost for that energy type.

For Electricity the figure that was used for a dollar per kilowatt was \$0.21. It was shown that there was an average three year consumption of 180,976 kWh. This submission has been decreased by 42.14% (-\$27,674). In the Highway Division this decrease is \$28,070 due to LED Traffic Light Conversions. This funding is being request to be reallocated to Repairs and Maintenance to help fund further conversions of lights, conversions of pedestrian signals, and streetlight pedestrian improvement. It is the hope of the Division that after a few years the conversion will be complete and this funding can be reduced permanently. Additionally, there was an increase in Parks and Forestry by \$396.

The Natural Gas cost per therm is assumed to be \$1.17. The three year average consumption for Natural Gas is 5,950 therms. This submission has been increase by 532.33% (\$5,861). This is largely due to an inaccurate estimate of Natural Gas consumption in the Parks and Forestry Division that was used for last year's submission.

### Repairs & Maintenance

In repairs and maintenance overall there is a decrease is 23.07% (-\$28,161). This decrease is largely due to the reallocation of funds by Parks and Forestry. Fencing (-\$3,400), Field Renovation Repairs (-\$24,322), and Rosemary Pool Maintenance (-\$1,500) are being reallocated to Other Property Related Services. Additionally Irrigation Repairs (-\$1,000) and Electrical Repairs were decreased by (-\$1,100) and Equipment Repair was increased by (\$300). These changes are being used to offset increases in Other Property Related Services and Custodial Supplies. Highway Division increased its Repairs & Maintenance line. The Markings line is being increased by 2.5% (\$761) with a reallocation from Other Supplies & Equipment (\$2,000). The amount budgeted for signs was increase by 5% based on current contract pricing (\$100).

### Rentals & Leases

The Rentals & Leases request is flat from the prior year.

### Other Property Related Services

There is an increase in the Other Property Related Services by 29.24% (\$158,409). The Highway Division increased their line items. Based on conversations with vendors it is assumed that there will be a 10% increase in asphalt costs for Paving (\$22,120) and Sidewalks (\$3,230). There is also a 1% increase in Road Surfacing (\$900) and a 3.5% increase in the Crack Seal (\$2,180). Parks & Forestry also increased their line item based on increased pricing and additional services due to new parks coming online. Several items being relocated from Repairs & Maintenance. These items include Fencing (\$3,400), Field Renovation Repairs (\$24,322), and Rosemary Pool Maintenance (\$1,500). There are also two items being relocated from Grounds Keeping Supplies, as these items will be done by outside contractors: Topdressing (\$14,625) and Fertilizer (\$36,834). Additionally due to the inclusion of Walker Gordon and the proposed Greene's Field, Fencing (\$1,500), Field Renovation Repairs (\$5,678), Soil Sampling (\$422), and Fertilizer (\$20,000) are all being increased. Fertilizer is also expected to increase by 3% (\$1,526). Top Dressing has been increased (\$5,172) to reflect the current bid pricing. There is also the addition of Synthetic Turf Field grooming to better maintain the synthetic fields (\$4,900) and Invasive Species Control (\$4,000) which had been charged out to Administration in the past. Mowing is being increased (\$5,000) as this item is going back out to bid and the cost of maintenance is unknown. Lastly, the Winter Moth application is being added (\$1,100), which was previously done at no cost to the Town. This is being complete offset by a reduction in Repairs & Maintenance.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

Professional & Technical Services

The increase requested for Professional & Technical Services is 3.82% (\$1,575). The Garage Division now includes this line (\$1,000) for seminar and educational opportunities for employees to stay current with new systems, which is being offset by a reduction in Public Works Supplies. The Parks & Forestry Division is decreasing its Seminars and Training (-\$275) which will partially offset the increase in consulting for projects (\$2,000), which will also partially be offset by a reduction in Communication. Additionally, the Parks & Forestry Division will be transferring funds (-\$1,150) for Police Details to Other Purchase of Service.

Communications

The Communications line item is being decreased by 0.34% (-\$60). This increase is in the Parks & Forestry Division for an increase in legal ads (\$300) and a decrease in printing (-\$360). The balance will partially offset the increase in Professional & Technical Services.

Other Purchase of Service

The increase requested for Other Purchase of Service is 19.83% (\$2,900). There is an increase in the Garage where the cost of state inspections have increased (\$1,400) due to an increase in the fees for certain types of specialty equipment, this will be completely offset by a reduction in Public Works Supplies. Additionally, Parks & Forestry reallocated funds (\$1,150) for Police Details from Professional & Technical Services and increased that amount (\$350) which will be completely offset by a reduction in Repairs & Maintenance.

Office Supplies

The Office Supplies request is flat from the prior year.

Building & Equipment Supplies

There is a decrease of 83.13% (-\$1,725) in the Building & Equipment Supplies request. This is a decrease solely in the Garage Division, and these expenses have been reallocated to the Other Supplies & Equipment line item.

Custodial Supplies

The Custodial Supplies request is increasing from last year by 23.33% (\$350). This is from an increase solely in the Parks & Forestry request. These items are required to clean the garage bays the Division operates out of and was not included in last years submission. This increase is being completely offset by a reduction in the Repairs & Maintenance line.

Grounds Keeping Supplies

The Grounds Keeping Supplies request in decreasing from last year by 45.38% (-\$49,959). This is an increase solely in the Parks & Forestry request. This includes in increase in Mulch (\$1,500) based on actual use, this is being partially offset by a reduction in Dues & Subscriptions. The Top Dressing (\$14,625) and Fertilizer (\$36,834) were relocated to Other Property related service.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

Vehicular Supplies

There is an increase in Vehicular Supplies of 8.78% (\$21,070). This is in the Garage Division for fuel and is a result of the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 12,500 gallons at a cost of \$3.90 per gallon (\$48,750). The estimated consumption for Diesel is 21,500 gallons at a rate of \$4.78 per gallon (\$102,770). The total budget for fuel is \$151,520. Additionally, \$2,050 was added to vehicular supplies that was reallocated from Public Works & Travel & Mileage.

Medical Supplies

There is an increase in Medical Supply by 3.64% (\$100). This is in the Highway Department, where they had not previously budgeted for medical supplies, such as first aid kits. This is being complete offset by decrease in Other Supplies & Equipment.

Public Works Supplies

The Public Works Supplies request has been increased by 5.52% (\$9,080). The Garage Division has decreased their request (-\$3,000) based on historical spending trends. This decrease is being used to offset increases in Other Purchase of Service, Governmental Charges, Vehicular Supplies, and Professional & Technical. The Highway Division has increased their requests (\$11,090) for asphalt which is expected to increase by 10%. Additionally, both Traffic Signals and Traffic Markings are anticipated to increase by 5% (\$990).

Other Supplies & Equipment

This line is being decreased by 0.20% (-\$67). The Garage has reallocated funds (\$1,725) from Building & Equipment Supplies to this line. The Highway Division has reduced this line item (-\$5,100) in Tools which is being used to offset increases in Repairs & Maintenance and Medical Supplies, and Traffic Controls (\$3,000), which is also being increased by 5% (\$308) for a contractual increase.

Governmental Charges

The Governmental Charges request is being increased by 5.10% (\$100). The increase is for the Garage Division line item for the differential in CDL licenses. This is being used to offset increases in Public Works Supplies.

Travel & Mileage

The Travel and Mileage request has been reduced by 36.05% (-\$1,550). This decrease is due entirely to a reduction entirely in the Garage Division line item as there are no out of state conferences this year and it only covers toll charges. This is being used to offset increases in Vehicular Supplies.

Dues & Subscriptions

The Dues & Subscriptions request is being reduced by 0.22% (-\$10) reflect the actual amount spent. This decrease is due entirely to a reduction in the Parks & Forestry Division line item. This decrease is being used to partially offset the increase in Grounds Keeping Supplies.



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Synopsis of Transfers**

Object Code	Change from Prior Years Approved Budget	Amount Offset by Transfer	Object Code Transferred To/From	Net Change
Energy	-\$21,813	\$0	N/A	-\$21,813
Repairs & Maintenance	-\$28,161	-\$2,000	Other Supplies & Equipment	\$861
		\$30,322	Other Prop. Related Services	
		\$350	Custodial Supplies	
		\$350	Other Purchase of Services	
Rentals & Leases	\$0	\$0	N/A	\$0
Other Prop. Related Services	\$158,409	-\$30,322	Repairs & Maintenance	\$76,628
		-\$51,459	Grounds Keeping Supplies	
Professional & Technical Services	\$1,575	-\$1,000	Public Works Supplies	\$1,665
		-\$60	Communications	
		\$1,150	Other Purchased Services	
Communications	-\$60	\$60	Professional & Technical Services	\$0
Other Purchase of Services	\$2,900	-\$1,400	Public Works Supplies	\$0
		-\$1,150	Professional & Technical Services	
		-\$350	Repairs & Maintenance	
Office Supplies	\$0	\$0	N/A	\$0
Building Supplies & Equipment	-\$1,725	\$1,725	Other Supplies & Equipment	\$0
Custodial Supplies	\$350	-\$350	Repairs & Maintenance	\$0
Grounds Keeping Supplies	-\$49,959	\$51,459	Other Prop. Related Services	\$1,490
		-10	Dues & Subscriptions	
Vehicular Supplies	\$21,070	-\$500	Public Works Supplies	\$19,020
		-\$1,550	Travel & Mileage	
Medical Supplies	\$100	-\$100	Other Supplies & Equipment	\$0

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Synopsis of Transfers**

Object Code	Change from Prior Years Approved Budget	Amount Offset by Transfer	Object Code Transferred To/From	Net Change
Public Works Supplies	\$9,080	\$1,400	Other Purchase of Service	\$12,080
		\$100	Governmental Charges	
		\$500	Vehicular Supplies	
		\$1,000	Professional & Technical Services	
Other Supplies & Equipment	-\$67	-\$1,725	Building Supplies & equipment	\$308
		\$2,000	Repairs & Maintenance	
		\$100	Medical Supplies	
Governmental Charges	\$100	-\$100	Public Works Supplies	\$0
Travel & Mileage	-\$1,550	\$1,550	Vehicular Supplies	\$0
Dues & Subscriptions	-\$10	\$10	Grounds Keeping Supplies	\$0
Capital Equipment	\$1,250	\$0	N/A	\$1,250

**Grant Funding**

The Highway Division could receive funding from Federal, State and Local funding programs. There are 4 main sources of funding for road maintenance & improvement. These are Federal/ State Transportation funds, the State Chapter-90 program, the Town Capital Improvement Program (CIP) and the Highway Operating Budget.

The State has several types of funding opportunities including grants, capital projects and Chapter 90 funding. Chapter 90 funding is a State program that distributes funds annually to cities and towns in the Commonwealth. Needham has received \$556,921 in FY2006, \$556,035 in FY2007, \$694,876 in FY2008, \$695,922 in FY2009, \$695,374 in FY2010, \$713,988 in FY2011, and \$905,446 in FY 2012.

Contained within the CIP are programs specifically for road and sidewalk improvements for underground utility project funding is frequently provided for road restoration upon completion of the utility work. The CIP has provided \$500,000 in FY2004, \$135,000 in FY2005, \$791,000 in FY2006, \$900,000 in FY2007, 1,000,000 in FY2008, \$820,000 in FY2009, \$875,000 in FY2010, \$533,700 in FY2011, 652,000 in FY 2012, and 902,458 in FY 2013 dedicated to road and sidewalk improvements.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Department of Public Works**

Performance Factors

**Administration**

FY 12 Accomplishments

- Reclassify Assist. to the Chief Procurement Officer/DPW Administration Office Manager
- Successfully relocate offices to PSAB
- Set-up storage area at 470 Dedham Ave
- Purged backlog of paperwork according to records retention schedule

FY 13 Goals

- With Garage Division, implement a work order system for the maintenance and repair of vehicles and equipment
- Implement timely Water and Sewer service billing
- Investigate and implement, If appropriate, Water and Sewer billing that includes Water and Sewer services on one bill
- With the Highway Division, implement standard procedure and report for Snow and Ice events

FY 14 Goals

- Hire Department Assistant 2 to facilitate Division's customer service needs
- Reallocate duties within office to provide for cross training and efficiency
- Establish a more technologically sophisticated work order/work flow system

**Engineering**

FY 2012 Accomplishments

- Inspected 613 Street/Sidewalk Occupancy and Excavation Permits
- Completed construction of Greendale Ave/High Street Intersection Improvement Project
- Completed the construction of DeFazio Parking Lot upgrades
- Complete 34 project reviews for the Planning Board and 2 project reviews for Zoning Board of Appeals
- Complete 802 project reviews for the Building Department
- Complete construction of Rosemary Brook culvert repairs at Mallard Road
- Continued construction for Town Drinking Water Well Number 1 Repairs
- Completed design of Highland Avenue water main replacement
- Completed construction of Kendrick Street Bridge Repairs
- Completed construction of Phase II Sewer I/I Repairs for Areas 16 and 22

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

- Continued design of Phase III Sewer I/I Repairs for Areas 16 and 18

**FY 2013 Goals**

- Re-Monument Broadmeadow Road
- Complete Reservoir B Pumping Station
- Analyze municipal street light reduction

**FY 2014**

- Add more information to website including: populating with more reference information, traffic analysis information, NPDES information, and maps

**Garage**

	<b>Gasoline Usage in Gallons</b>			<b>Diesel Fuel Usage in Gallons</b>		
<b>Department</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Assessors	167	185	158			
Board of Health	60	55	12			
Building	1,480	1,514	1,487			
Council on Aging	1,246	1,382	1,346			
Fire	2,357	1,875	2,402	6,955	6,973	6,651
Needham Housing Auth	3,994	4,541	3,501	8	21	5
Public Facilities - Ops	6,888	7,915	7,342			9
School Department			5,638	1,703	5,551	5,615
<b>DPW</b>						
Administration	253	504	323			
Drains				788	2,289	2,776
Engineering	1,755	913	908			
Garage	1,303	1,318	896	336	233	85
Highway	1,560	1,589	1,347	11,946	18,491	9,315
Parks & Forestry	2,457	2,206	2,144	10,764	12,949	11,018
RTS	275	635	386	17,125	18,240	17,130
Sewer	2,356	1,603	1,280	5,280	12,197	2,558
Water	8,366	8,677	8,904	11,248	4,255	2,763
<b>Total</b>	<b>34,517</b>	<b>34,912</b>	<b>38,074</b>	<b>66,153</b>	<b>81,990</b>	<b>57,925</b>

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Garage: Purchase capital vehicles and equipment for all Public Works divisions; maintain approximately 400 vehicles and items of equipment**

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Purchase capital vehicles & equipment	Annually updated replacement spreadsheet by September	FY 2011 - 100% FY 2012 - 0% - did not complete prior to Sept. 2011	
	Complete purchase of vehicles and equipment funded by Town Meeting within 6 months	FY 2011 - 90% FY 2012 - 100%	Draft specifications for vehicles and equipment prior to Town Meeting
Reduce downtime for vehicles and equipment maintenance & repairs	Perform scheduled preventative maintenance on vehicles & equipment every 300 to 400 gallons of fuel used	FY 2012 - 50%	Implement tracking system and work order notification to division superintendents
	Diagnose repair needed within 6 days of report of problems – repair in Garage or outsource repairs within 15 days of diagnosis	Still in process of implementing performance measure	Implement tracking system and work order notification to division superintendents and employees to communicate problems to Garage, and Garage to communicate actions taken
Prepare vehicles & equipment for seasonal use	Have leaf collection equipment prepared and ready to use by October 1 <sup>st</sup>	FY 2011 - 100% FY 2012 - 100%	
	Have snow & ice equipment (8 slide-in material spreaders, 8 sidewalk tractors) readied and installed and tested by November 1 <sup>st</sup>	FY 2011 - 100% FY 2012 - 80%	Coordinate with Highway Division to ensure that all vehicles are ready to be utilized for snow program
	Have material spreader removed from trucks and trucks ready for normal use by May 1 <sup>st</sup>	FY 2011 - 100% FY 2012 - 100% April 1st	FY 2012 was an open winter

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Highway**

<b>Road &amp; Sidewalk Improvements Funding</b>		
Year	Chapter 90 Funding	CIP
FY 2007	\$556,035	\$900,000
FY 2008	\$694,876	\$1,000,000
FY 2009	\$695,922	\$820,000
FY 2010	\$695,374	\$875,000
FY 2011	\$713,988	\$533,700
FY 2012	\$905,446	\$652,000
FY 2013		Submission of \$902,458

**Total Roadway and Sidewalk Rehabilitation Program by Fiscal Year**

<b>Program</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Asphalt Paving	12.3 lane miles	5.98 lane miles	4.51 lane miles
Asphalt Curbing	35,250 feet	28,750 feet	19,600 feet
Grass Plot	42,650 feet	32,500 feet	22,450 feet
Micro Surfacing	3.9 lane miles	0 lane miles	0 lane miles
Chip Seal (Double)	0 lane miles	5.25 lane miles	0 lane miles
Rubberized Crack Seal	4,130 gallons	5,280 gallons	8,261 gallons
Granite Curbing	5,100 feet	2,050 feet	4,650 feet
Asphalt Side walk	2.70 miles	2.8 miles	2.30 miles
Aprons Repairs & Adjusted	295 driveways	185 driveways	146 driveways
Handicap Ramps	54 ramps	35 ramps	26 ramps
Repair/Adjust Large Utility Castings	325	165	129
Repair/Adjust Small Utility Castings	145	67	48

Microsurfacing: maintenance tool mostly used for higher volume roads

Chip Seal: used primarily for lower volume roads

Rubberized crackseal: done in advance of microsurfacing, chip sealing, and asphalt overlies and as preventative maintenance technique on high PCI roads

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Traffic Lights Energy Consumption**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Energy Usage in kWh	172,747	155,241	130,557	114,029	151,790
Number of intersections, does not include school crossings			26	27	27
% LED fixtures			46%	53%	55%

**Roadway Rehabilitation: Maintain and rehabilitate roadways and sidewalks**

<b>Objective</b>	<b>Efficiency (Measure)</b>	<b>Effectives (Accomplished)</b>	<b>Action Plan</b>
Achieve an average Pavement Condition Index (PCI) or 80 or above for all roads – in 7 years	Identify and prioritize roads based on condition of road and apply proper maintenance treatment or rehabilitation	2004: 39% 2006: 41% 2009: 54%  PCI Rating: 2006: 68% 2012: 77%	Update PCI rating, which is done every 2-3 years; Identify percentage of roads with PCI below 60; Establish target not to exceed percentage of roads below PCI of 60
Increase and maintain the maintenance and rehabilitation of sidewalks based on a condition assessment	Identify and prioritize sidewalks based upon condition, school walking route, and use		Develop RFP for Engineering firms to establish Town wide computerized sidewalk inventory system
Fill all potholes within 72 hours of report	Percentage completed within 3 days and number of reports open for more than 3 days	CY 2010: 2.96 avg. days to fill; 71% filled within 3 days  FY 2010: 2.94 avg. days to fill; 70% filled within 3 days  FY 2011: 2.06 avg. days to fill; 79% filled within 3 days  FY 2012 2.34 avg. days to fill; 77% filled within 3 days	

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**FY 2013 Goals**

- Complete street sign conversion program.
- Increase annual sidewalk rehabilitation to 4 miles per year.
- Perform Town-wide sidewalk inventory condition assessment and consider total sidewalk mileage reduction.
- Standardize Snow & Ice operating procedures and limit of work for removing snow from arterial streets in the downtown and heights business areas within 48 hours

**FY 2014 Goals**

- Increase the annual sidewalk rehabilitation/reconstruction from a three year average of 2.6 miles to 4 miles per year. The combined annual Capital and Operating Funding for sidewalks is near the \$500,000 level for private contractor services.
- Develop Request for Proposals (RFP) for Engineering Firms to provide the Town proposals to implement a Town wide computerized sidewalk inventory, condition and assessment program. The Study would include recommendations where to eliminate low use failed sidewalks as well as the construction of new sidewalk at critical walking locations where none exist.
- Implement a DPW Snow Removal Plan using the Towns new loader mount snow blower.

**Parks & Forestry**

**Parks – Field Maintenance: 88 total acres of fields, parks, and other maintained land**

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Increase usability of 25 acres of marquis fields	Mowing & trimming – cut & trim before major events; ideally twice per week mowing and cutting biannually	FY 2011: 50% FY 2012: 75%	Contract school grounds mowing & trimming; coordinate better with Athletic Director and user groups regarding notice of major events
	Fencing maintenance – repair within 2 weeks of notification	FY 2011: 50% FY 2012: 50%	Increase budget for repairs
	Bubbler repairs – repair within 2 weeks of notifications	FY 2011: 25% FY 2012: 0%	Implement on-call plumbing contract or coordinate with Facilities to use Town's Plumber
	Complete litter pickup, leaf removal, bed maintenance, irrigation maintenance	FY 2012: 100%	
Sustain playability & usability of remaining 63 pocket parks	Mowing & trimming, leaf pick-up, limb removal	FY 2011: 66%	



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

**Forestry: Maintain school bus routes, street trees, park tree, Town Forest, Town Nursery, and setback plantings**

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Plant 125 trees per year	Plant 100 purchased trees from the nursery	FY 2011: 90% FY 2012: 100%	Continue to work with outside contractors on tree spading
Timely pruning of trees	Pruning of trees within 3 months of creation of work orders – approximately 75 work orders per season, 300 per year – current backlog of several years	FY 2011: 50% FY 2012: 100%	Prioritize response according to hazard risk assessment
	Structurally prune pocket parks and field on a 3 year rotation	FY 2011: 75% FY 2012: 25%	Implement a rotation schedule
Arbor Day Celebration to a local school	Educate and plant seedling at one school per year	FY 2011: 100% FY 2012: 100%	

**FY 12 Accomplishments:**

- Successfully managed and coordinated a timely response to two major weather events; Hurricane Irene and last year's October snow storm.
- Managed and supported the behind the scenes efforts for most of the major Needham 300 events.
- Managed the successful drainage project at Memorial field. This drainage project captured and collected the excess water from the base of the hill at the edge of the new artificial turf field.
- Utilized the newly acquired Crowd Control fencing for over a half dozen Town events. By doing so, the return on this investment was one year.
- Hosted the Town's first ever Chain Saw Safety event at Ridge Hill. This event was widely attended by several local communities as well as DCR.
- Resurrected the Town's Right to Know training. Ever division of the Town's DPW attending this training that was held at the Needham Public Library.
- Improved field conditions on all 25 acres of the Town's marquee fields through the increase in spending on fertilizer and seed as well as through the increase in subcontracted field maintenance.
- Successfully managed to spade 26 Large trees from the Town nursery. Through inter divisional support from both Highway and Water and Sewer these 26 Large trees where planted at several fields and Pocket Parks around Town.
- Managed for the second year in a row to plant over 125 trees throughout the Town with a 99% success ratio. This was accomplished through the addition of utilizing on each and every tree water bags that where filled weekly to help these new trees establish their

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works**

roots systems during this transition time period.

- Increased the amount of hours spent of diamond work.
- Continued to work on establishing new xeriscape plantings at fields and parks throughout Town.
- Added whiskey barrels perennial planters throughout Town; including Town Hall and Greene's field as well at roadside locations throughout Town. The planters were created to add some streetscape beautification around Town.
- Continued to keep Needham as a recognized Tree City USA.

**FY 14 Goals**

- Create a Town wide GPS inventory of street trees.
- Continue to increase the number of set back tree plantings in Town.
- Continue working with outside groups on beautification of Town lands.
- Continue the sustainability/playability of all major sporting fields in Town.
- Work on a Town Of Needham Forestry Management Plan
- Continue to work and communicate with all major Sporting groups on elevating the level of maintenance of Town fields.
- Establish cooperative training between Parks and user groups at the start of each sporting season.
- Continue to meet annually with the Superintendent of Schools as well as all principals of Needham Public Schools to go over program goals.
- Continue to attend the annual Coaches meeting hosted by the Athletic Director.
- Continue to add new planting beds at Parks and Schools around Town.
- Continue to keep the status of a Tree City USA.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,224,416		3,224,416
Expenses	1,475,154	57,030	1,532,184
Operating Capital	7,750		7,750
Total Operating Request	4,707,320	57,030	4,764,350

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Works						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	49		49	49		49	49		49	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						2,981,505			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends (Tree Warden, Auto Allowance, Office Manager)						14,100			
f.	Uniform						11,600			
g.										
Sub Total 1							3,007,205			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Summer Help - Parks & Forestry						37,440			
b.	Summer Help - Engineering						12,480			
c.	Summer Help - Administration						5,894			
d.										
e.										
f.										
Sub Total 2							55,814			
3. Salary and Wage Overtime (Itemized Below)										
a.	Parks & Forestry						40,733			
b.	Highway & Traffic						78,473			
c.	Garage						15,216			
d.	Engineering						5,125			
e.	Administration						10,250			
f.										
Sub Total 3							149,797			
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Department of Public Works
Object	Description	Amount
a. Sick Incentive Pay		11,600
b.		
c.		
d.		
e.		
f.		
Sub Total 4		11,600
5. Total Salary and Wages (1+2+3+4)		3,224,416
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (38,005) Natural Gas (6,962)	44,967
Repairs & Maintenance Services (524x – 525x)	Administration Copier, Printer, & Typewriter Repair (2,810) Engineering Large Document Copies & Survey Equip. Repair (930) Garage Vehicle & Equipment Repair, Fuel Tank Testing, Shop Equipment Inspections (29,000) Highway Roadway Markings (33,262) Specialty Signs (2,100) Repair & Maintenance to Traffic Signals (14,999) Parks & Forestry Electrical Repair (4,000) Irrigation Repair (1,000) Equipment Repair (5,800)	93,901
Rental & Leases (527X)	Garage Shop Supplies, Gas and Welding Supplies (3,000)	3,000
Other Property Related Services (529x)	Highway Roadway Paving (243,300) Road Surface Treatments (90,790)	700,187

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Crack Seal (64,520) Sweeping & Disposal of Street Sweepings (41,420) Fence/Guardrail (10,500) Sidewalk Repair/Rehabilitation (35,500) Curbing (7,500) Handicapped Ramps (11,100) Parks & Forestry Fence Repair (4,900) Winter Moth Spray (1,100) Power Wash Pool (1,500) Contracted Mowing (40,000) Fertilizer (71,360) Field Work (30,000) Soil Sampling (2,000) Turf Field Grooming (4,900) Sod Installation (4,000) Xeriscape Plantings (2,000) Crane Work - Trees (8,000) Tree Spade (2,000) Invasive Weed Control - Carol Brewster (4,000) Top Dressing (19,797)	
Professional & Technical Services (530x - 531x)	Administration Training, Seminars, Conferences (1,275) Engineering Monumentation, Conferences, Seminars (25,450) Garage Training, Seminars, Conferences (1,000) Highway Inspection Services (6,500) Asphalt Cores & Analysis (3,165) Parks & Forestry Consulting (4,000) Trade Shows/Seminars - NE Grows, NESTMA, MTW,	42,765

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	APWA (1,375)	
Communications (534x)	Cell Phones, Postage, Telephones, Printing, Legal Advertising, 2-Way Radio System Administration (3,235) Engineering (3,500) Garage (1,300) Highway (6,100) Parks & Forestry (3,290)	17,425
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Garage Vehicle, Inspections, Admissions Testing (7,000) Highway Police Details (5,900) Parks & Forestry Plant Protectant Application (3,125) Police Details (1,500)	17,525
Office Supplies (542x)	Administration (12,100)	12,100
Building & Equipment Supplies (543x)	Parks & Forestry Light Bulbs, Paint, Hardware (350)	350
Custodial Supplies (545x)	Hand Soap, Paper Goods, Show Towels Garage (500) Highway (1,000) Parks & Forestry (350)	1,850
Grounds Keeping Supplies (546x)	Highway Seed & Fertilizer (1,000) Parks & Forestry Plant Protectant (9,359) Trees & Shrubs (4,000) Mulch (2,000) Tools (4,250) Loam, Sod, & Soil Additives (5,000) Marking Lime (400) Irrigation Supplies (2,500)	60,141

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Beach Sand (350) Seed (27,092) Infield Mix (3,350) Quick Dry Clay (840)	
Vehicular Supplies (548x)	Garage Gasoline (48,750) Diesel (102,770) Vehicle Repair Parts, Batteries, Tires (102,050) Highway Sweeper Brooms & Wear Parts (5,400) Parks & Forestry Parts & Supplies, Fuel Additives (2,200)	261,170
Food and Service Supplies (549x)		
Medical Supplies (550x)	Garage Vehicle First Aid Kits(2,000) Highway Over The Counter Medical Supplies (100) Parks & Forestry First Aid Supplies(750)	2,850
Public Works Supplies (553x)	Engineering Drafting, Engineering & Surveying Supplies (1,100) Garage Steel, Lumber, Welding Supplies, Hardware Supplies (6,000) Highway Asphalt (121,970) Granite Curbing (4,500) Concrete & Masonry Supplies (2,100) Lumber & Hardware (950) Traffic Signals (17,640) Traffic Signal Equipment & Supplies (5,550) Traffic Marking Paint (3,200) Parks & Forestry	173,560

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Lumber, Paint, Tools, Parts & Accessories, Mic. Hardware, Field Marking Supplies (10,550)	
Other Supplies & Equipment (558x)	Administration (1,200) Engineering Plan Size Copy Paper, Large Toner Bar, Books & Manuals (1,100) Garage Clothing Supplies, Shop Safety Supplies, 2-Way Radio Supplies, License Renewal (7,425) Highway Tools (2,250) Traffic Control Supplies (9,477) T-Shirts, Sweatshirts, & Coats (2,275) Safety Clothing (700) License Renewal (200) Dead Animal Supplies (106) Parks & Forestry Clothing, Work & Safety Gear, Supplies & Equipment (9,180)	33,913
Governmental Charges (569x)	Engineering Registry of Deeds Fees (500) Garage CDL Licenses (100) Highway Hoisting & CDL Licenses (200) Parks & Forestry Hoisting & CDL Licenses (360) Pesticide Licenses & Certifications (900)	2,060
Travel & Mileage (571x - 572x)	Administration (2,000) Engineering (600) Garage (50) Parks & Forestry (100)	2,750
Dues & Subscriptions (573X)	Administration	4,640



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Department of Public Works			
Object	Description	Amount			
	APWA Membership (1,200)				
	Engineering				
	Law Books, ASCE/BSCE, MALSCE, Prof. Lic. (1,000)				
	Garage				
	NAFA (700)				
	Highway				
	APWA, MHA, NBM Highway Assoc., Mun. Signal Assoc. (400)				
	Parks & Forestry				
	NESTMA, MTWFA, MCLP, APWA, ISA, MAA (1,340)				
Other Expenses (574 X - 579x)					
6. Total Expenses		1,475,154			
DSR2C					
Capital Equipment Replacement (587X)	Synthetic Turf Sweeper	7,750			
7. Total Operating Budget Capital		7,750			
8. Total Base Request (Line 5 + Line 6 + Line 7)		4,707,320			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?		YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works - Highway				
Title	LED Conversion Program	Priority	I		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense			28,070	28,070	
Operating Capital					
Other Costs					
Total Request			28,070	28,070	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>The Town has undergone a concerted effort to convert the Traffic Light bulbs from incandescent to LEDs. This conversion has partially been motivated by energy savings and partially been motivated due to the lack of availability of incandescent bulbs. The Town is approximately 55% of the way through this conversion and has begun to realize energy savings from this change. The reduction in the operating budget submission for the Highway Department was \$28,070 and this request is to reallocate those funds to allow for further conversion of the traffic signals throughout Town. The funds being requested would be to upgrade the existing Traffic Signals and this should be possible to complete with this funding in one year. In future years this funding may be requested again to address pedestrian level lighting and improvements.</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works - Admin				
Title	Portable Tablet Pilot Program		Priority	II	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		1,440	2,520	3,960	
Operating Capital					
Other Costs					
Total Request		1,440	2,520	3,960	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?				X	
8. If applicable, will the item(s) being replaced be retained by the Town?					
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>At present there is a lot of interest in utilizing portable tablet computers in the operations of the Department of Public Works. To best determine the number of devices, type of devices, and number of Divisions requiring these devices the Department of Public Works is proposing a four (4) unit pilot to test out the various applications of portable devices within the field of Public Works. During the one year pilot of these devices the Department would be tracking the Division utilizing the device, the purpose, and the amount of time. The information gathered from this pilot will be used to determine the parameters of a portable tablet program in the future.</p> <p>These portable devices are uniquely advantageous for public works applications as they are portable and will allow greater access and input ability for workers that are based of vehicles instead of desks. There are currently several Divisions that are trying to incorporate portable devices into their operations. These uses include: GIS access for Water &amp; Sewer employees who at present must drive back to the PSAB to</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Department of Public Works - Admin		
Title	Portable Tablet Pilot Program	Priority	II
locate water mains; updating street tree inventory including GPS mapping; and remote access to cross connect program. It is the hope of that these devices will increase accountability and efficiency of the division by reducing the number of trips to the PSAB, reduce the time taken to write out information and then manually enter it into a computer database, and allow onsite worker access to controls from remote locations.			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Parks and Forestry				
Title	Infield renovation – Warner Field		Priority	III	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense			25,000	25,000	
Operating Capital					
Other Costs					
Total Request			25,000	25,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					x
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?					x
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
This request is to fund the renovation of areas in and around the infield and foul lines at Warner field. These areas have been aerated and slice seeded numerous times without much success do to the amount of weeds that have taken over this area. Now that the entire outfield has been sodded these areas stick out. If these areas are not renovated properly then it is likely that weed seeds from this area will migrate into the recently sodded areas. This request would be the finishing touch at DeFazio from the Field of Dreams project.					

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1																														
Budget Title	Municipal Parking Program																													
Type	Committee		Limited	<input checked="" type="checkbox"/>	Townwide																									
<b>Operational Considerations</b>																														
<p>The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town sells parking permits for local businesses to purchase for their employees so they may park in the permitted areas in the business centers. The Town maintains and enforces parking regulations in these lots. The municipal parking program no longer includes the commuter parking lots, which were transferred to the Massachusetts Bay Transportation Authority (MBTA) during FY2011. The budget was reduced significantly as the rental costs the Town paid to the MBTA disappeared with their assuming responsibility of the lots. However, the Town has been working towards a plan to increase general parking in the downtown business area. This includes an expansion of parking spaces in some lots, and retaining existing parking on other property for which the Town has a use license. The Town has license agreements with private property owners and with the MBTA for local parking. The Town is in process of renewing the license agreement which provides parking off Dedham Avenue, we anticipate the fee will increase in FY2014.</p> <p>The Town has also moved to increase the number of spaces that may be available for use by customers and employees of the downtown businesses and offices by abandoning of the Eaton Square right of way, so that the Town and Needham Bank could move forward with a public/private partnership to increase available parking in Eaton Square. The Bank began the construction of the new and larger parking lot in the fall of 2012. Town Meeting also approved the purchase of a parcel four parcels located on Lincoln and School Streets to increase the number of parking spaces available in the downtown.</p> <p>Revenue associated with the business center lots over the past eleven years is as follows:</p> <table border="0"> <tbody> <tr> <td>2001/2002</td> <td>\$16,860</td> <td>2006/2007</td> <td>\$32,110</td> </tr> <tr> <td>2002/2003</td> <td>\$17,305</td> <td>2007/2008</td> <td>\$33,072</td> </tr> <tr> <td>2003/2004</td> <td>\$14,360</td> <td>2008/2009</td> <td>\$32,995</td> </tr> <tr> <td>2004/2005</td> <td>\$25,585</td> <td>2009/2010</td> <td>\$32,560</td> </tr> <tr> <td>2005/2006</td> <td>\$28,395</td> <td>2010/2011</td> <td>\$32,220</td> </tr> <tr> <td></td> <td></td> <td>2011/2012</td> <td>\$35,075</td> </tr> </tbody> </table> <p>A review of the permit structure is underway and a recommendation for changes, if any, will be made in late winter.</p>							2001/2002	\$16,860	2006/2007	\$32,110	2002/2003	\$17,305	2007/2008	\$33,072	2003/2004	\$14,360	2008/2009	\$32,995	2004/2005	\$25,585	2009/2010	\$32,560	2005/2006	\$28,395	2010/2011	\$32,220			2011/2012	\$35,075
2001/2002	\$16,860	2006/2007	\$32,110																											
2002/2003	\$17,305	2007/2008	\$33,072																											
2003/2004	\$14,360	2008/2009	\$32,995																											
2004/2005	\$25,585	2009/2010	\$32,560																											
2005/2006	\$28,395	2010/2011	\$32,220																											
		2011/2012	\$35,075																											
<b>Expense Detail</b>																														
Does this request include funding for salary or wage expense?				Yes	<input checked="" type="checkbox"/>	No																								
If yes, does the current year budget include this expense?				Yes	<input checked="" type="checkbox"/>	No																								
If the salary and wage expense funds a permanent position, indicate the FTE.					0																									

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Municipal Parking Program		
Description				Amount
a.	Personnel Expense (overtime)			11,200
c.	Rentals & Leases			27,750
d.	Other Property Related Services			25,000
e.	Grounds Keeping Supplies			2,500
f.	Other Supplies			3,800
Total				70,250
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel	11,200		11,200	
Expense	59,050		59,050	
Operating Capital				
Total	70,250		70,250	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
			Yes	<input type="checkbox"/>
			No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
			Yes	<input type="checkbox"/>
			No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1																		
Budget Title		Municipal Lighting Program																
Type	Committee		Limited	X	Townwide													
<b>Operational Considerations</b>																		
<p>The Town's contract for street light maintenance and repair was recently put back out to bid. The current contract is renewable at a flat rate until June 30, 2015. The maintenance unit price has been decreased from the prior year and is now \$0.73 per month per fixture. There are approximately 2,900 fixtures for an annual cost of \$25,404. This is a 58.25% decrease from last year's expenses which is a decrease of \$18,213.</p> <p>The other contractual items in this agreement include new fixture and lamps, tags and labels, and street light transfers. There are currently 70 street light transfers necessary due to utility pole replacement which in FY 12 was estimated at \$14,000. These costs have increased over the last contract by approximately 60% for a new budget total of \$22,400. Additionally, it is anticipated that there will be knockdowns of polls by accidents. It is estimated that there will be seven knockdowns in FY 2013 based on past experience. The amount budgeted to repair knocked down polls is \$54,000. The total street light maintenance line item is proposed to be set at \$101,804 which is an increase of 35.74% (\$26,804) over the prior year's budget.</p> <p>In FY 2013 the Energy line item is on the expenditures of FY 2012. This item was kept the same as the FY 2012 expenditures. This is a decrease of 20.25% (-\$32,000). The Town has realized energy savings by upgrading the street light fixtures from mercury vapor to high pressure sodium (HPS). All street light fixtures have been converted to HPS as of December 31, 2009. However, the Town continues to increase its street light inventory with the redevelopment of the downtown area so that the additional costs are anticipated from the additional inventory.</p> <table border="1" style="width:100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width:30%;">Street Lighting &amp; Parking Lots</th> <th style="width:15%;">FY 2008</th> <th style="width:15%;">FY 2009</th> <th style="width:15%;">FY 2010</th> <th style="width:15%;">FY 2011</th> <th style="width:15%;">FY 2012</th> </tr> </thead> <tbody> <tr> <td>Energy Usage in kWh</td> <td align="right">1,376,989</td> <td align="right">1,136,855</td> <td align="right">903,934</td> <td align="right">865,634</td> <td align="right">896,506</td> </tr> </tbody> </table>							Street Lighting & Parking Lots	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Energy Usage in kWh	1,376,989	1,136,855	903,934	865,634	896,506
Street Lighting & Parking Lots	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012													
Energy Usage in kWh	1,376,989	1,136,855	903,934	865,634	896,506													
<b>Expense Detail</b>																		
Does this request include funding for salary or wage expense?				Yes		No												
If yes, does the current year budget include this expense?				Yes		No												
If the salary and wage expense funds a permanent position, indicate the FTE.																		
Description					Amount													
a.	Energy				126,000													
b.	Repairs & Maintenance Services				101,804													
c.																		



Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Municipal Lighting Program		
d.				
e.				
f.				
Total				227,804
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel				
Expense	227,804		227,804	
Operating Capital				
Total	227,804		227,804	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)			Yes	No
Does the Department depend on any Federal or State grants to provide services?			Yes	No

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Facilities**

**Operational Considerations**

The Department of Public Facilities consists of two separate divisions, construction and operations. The construction divisions consists of four full-time employees. The division is responsible for the oversight of larger vertical public construction projects. The construction division also provides clerical and professional support to the Permanent Public Building Committee (PPBC). The operations division is responsible for the day-to-day cleaning and maintenance of the Town's public buildings. The division pays most of the facility support expenses, including utilities, cleaning supplies, and repairs and maintenance. The operations division also oversees contractors hired to due lower cost (usually under \$500,000) building repairs and improvements.

The FY2014 budget proposals include cost of living adjustment (COLA) increases for employees who are members of the ITWA or BCTIA unions, or non-represented employees.

**Performance Factors**

Refer to the individual division budget forms for detailed measures

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,407,208	0	3,407,208
Expenses	4,645,982	0	4,645,982
Operating Capital	0	0	0
<b>Total Operating Request</b>	<b>8,053,190</b>	<b>0</b>	<b>8,053,190</b>

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Facilities						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	54	1	54.8	55	0	55	56	0	56	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						2,993,598			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends						14,165			
f.	Uniform						19,400			
g.										
Sub Total 1							3,027,163			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Public Facilities Construction						0			
b.	Public Facilities Operations						35,821			
c.										
d.										
e.										
f.										
Sub Total 2							35,821			
3. Salary and Wage Overtime (Itemized Below)										
a.	Public Facilities Construction						0			
b.	Public Facilities Operations						325,824			
c.										
d.										
e.										
f.										
Sub Total 3							325,824			
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2			
Department		Department of Public Facilities	
Object		Description	Amount
a.	Public Facilities Construction		
b.	Public Facilities Operations		18,400
c.			
d.			
e.			
f.			
Sub Total 4			18,400
5. Total Salary and Wages (1+2+3+4)			3,407,208
DSR2B			
Object		Description	Amount
Energy (521x)		Public Facilities Construction (0)	2,604,148
		Public Facilities Operations (2,604,148)	
Repairs & Maintenance Services (524x – 525x)		Public Facilities Construction (0)	436,814
		Public Facilities Operations (436,814)	
Rental & Leases (527X)		Public Facilities Construction (0)	6,738
		Public Facilities Operations (6,738)	
Other Property Related Services (529x)		Public Facilities Construction (0)	654,271
		Public Facilities Operations (654,271)	
Professional & Technical Services (530x – 531x)		Public Facilities Construction (5,700)	65,008
		Public Facilities Operations (59,308)	
Communications (534x)		Public Facilities Construction (4,000)	162,094
		Public Facilities Operations (158,094)	
Recreational & Cultural Services (535x)		Public Facilities Construction (0)	0
		Public Facilities Operations (0)	
Other Purchased Services (538x)		Public Facilities Construction (300)	41,902
		Public Facilities Operations (41,602)	
Office Supplies (542x)		Public Facilities Construction (1,000)	4,000
		Public Facilities Operations (3,000)	
Building & Equipment Supplies (543x)		Public Facilities Construction (0)	401,697
		Public Facilities Operations (401,697)	
Custodial Supplies (545x)		Public Facilities Construction (0)	218,524
		Public Facilities Operations (218,524)	

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department	Department of Public Facilities				
Object	Description	Amount			
Grounds Keeping Supplies (546x)	Public Facilities Construction (0)	2,259			
	Public Facilities Operations (2,259)				
Vehicular Supplies (548x)	Public Facilities Construction (0)	28,364			
	Public Facilities Operations (28,364)				
Food and Service Supplies (549x)	Public Facilities Construction (0)	250			
	Public Facilities Operations (250)				
Medical Supplies (550x)	Public Facilities Construction (0)	300			
	Public Facilities Operations (300)				
Public Works Supplies (553x)	Public Facilities Construction (0)	0			
	Public Facilities Operations (0)				
Other Supplies & Equipment (558x)	Public Facilities Construction (300)	7,218			
	Public Facilities Operations (6,918)				
Governmental Charges (569x)	Public Facilities Construction (0)	0			
	Public Facilities Operations (0)				
Travel & Mileage (571x – 572x)	Public Facilities Construction (5,000)	8,250			
	Public Facilities Operations (3,250)				
Dues & Subscriptions (573X)	Public Facilities Construction (1,895)	4,145			
	Public Facilities Operations (2,250)				
Other Expenses (574 X – 579x)		0			
6. Total Expenses		4,645,982			
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital		0			
8. Total Base Request (Line 5 + Line 6 + Line 7)					
8,053,190					
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)					
YES				NO	X
Does the Department depend on any Federal or State grants to provide services?					
YES				NO	X

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Department of Public Facilities - Operations

#### Operational Considerations

The Department has worked to keep down costs while providing a high level of service. The changes in this year's submission are in Salary & Wages, Energy, Repairs and Maintenance, Rentals and Leases, Other Property Related Services, Professional and Technical Services, Communications, Other Purchase of Services, Building Equipment and Supplies, Custodial Supplies, and Vehicular Supplies. The changes to these lines are detailed below.

The Salary & Wages costs have increase FY 2014 due to a 2.5% pay increase for that year, an increasing differential between senior and regular custodians, and step increases to eligible employees. Additionally, one full time night custodian has been added with the new Sr. Center coming online. This was budgeted for three quarters of the year. The overtime budget was comprised in the same manner as past years where programs for Sunday Coverage at Library, Snow Program, Non-Billable Coverage, Boiler Watch, and Saturday Program to Support Preventative Maintenance are based on the average salary of each employment category. The Grounds Keeping line item was reduced by 572 hours as the ground work at the Elementary schools will be done by an outside contractor. This will reduce the overtime by a budgetary figure of \$22,262. \$20,000 will be transferred to Other Property Related Services.

The energy budget was derived by taking all of the buildings, except for those listed before, and taking the 3 year consumption average and multiplying it by the estimated cost of that energy type for FY 2014. For Electricity the assumed average cost of energy per kWh is \$0.21. The major changes from FY 13 for electricity are the Town Hall is increasing by 33.23% based on actual consumption for the building during its first year of operation and an the Sr. Center Building will be consuming an estimated 155,055 kWh that had not previously been budgeted for an increase of \$32,562. The overall electricity budget is increasing by \$62,056 which is a 3.5% over last year. For Natural Gas the assumed average cost of energy per therm is \$1.17. In FY 2014 the Mitchell School is planned to utilize natural gas, and the Pollard is planned to be running entirely off of natural gas. This is an increase of \$53,877 for the Mitchell and an increase of \$24,516 for the remainder of the Pollard. Additionally, the estimated cost of natural gas at the Newman has decreased based the consumption in the building during the first year of the natural gas conversion. The amount consumed was tripled to account for the limited occupancy and low heating temperatures during the last year. This has resulted in a reduction of \$23,955. There was also a reduction at the Town Hall based on the first year of occupancy. The consumption for that year was only for a little over 8 months, and this was pushed out to 12 months based on the average consumption. This has resulted in a reduction of \$24,344. Additionally, the new Sr. Center Building will be budgeted for 1,106 therms for an increase of \$1,294. The overall natural gas budget is increasing by \$9,568, which is 1.63% over last year. For Fuel Oil the assumed average cost per gallon is \$4.26. Again the removal of the Pollard School and Mitchell School from utilizing fuel oil has an impact on this submission. The Mitchell School is decreasing by \$113,000 and the Pollard School is decreasing by \$80,425 from last year's submission. There are slight increases in all of the other building based on the cost per gallon being used being higher than what was utilized in the past year. The overall fuel oil budget is decreasing by \$172,357, which is 50.28% reduction over last year. Overall the energy line item is being decreased by \$100,733 over last year's submission which is a reduction of 3.72%.

The Repairs and Maintenance line item has been increased to reflect the increase in contracted repair and maintenance service from FY 13 to FY 14. The overall increase is \$61,149 in this line item reflects adjustments made based on an average of three prior years spending. The repair and

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Department of Public Facilities - Operations

maintenance line items for Building Repairs and Mechanical, Electrical, and Plumbing repairs were increased by 3.5%, which is the estimated overall increase in contracted work based on inflators in current agreements. Additionally, the Sr. Center Building line item was increase \$10,150 as the previous building was maintained the management company and it is now being maintained by the Town. The overall increase in this line item from last year is 16.28%.

There is a significant decrease in the Rental and Leases line item due to a major component of that line item, Software Agreements, being relocated to Professional and Technical Services (\$17,000). The remaining line item was decreased by \$5,000 based on an average of three prior years of spending. The overall decrease in this line item from last year is \$22,000, which is a decrease of 76.55%.

There is a slight increase in the Other Property Related Services line item based on an average of three prior years spending. This is an increase of \$31,948. This includes a 20% increase in the pest control services which for most building comprises most of the line item. For the High School and the Pollard Middle Schools which are both cleaned by outside contractors and whose current contracts expire at the end of FY 2013, these lines were raised 5% for the unknown new contract values. Additionally, the Sr. Center Building line item was increased by \$1,232 for new services for this building. Additionally, this line is being increased \$20,000 for added grounds keeping services that are being outsourced. The overall increase in this line item from last year is 5.13%.

The Communications line item was increased based on an average of three prior year's spending, and a new payment structure for payphones that still exist in some buildings. Additionally, the Department will be responsible for all municipal hard wired telecommunications bills, this is a transfer from the Town Manager's budget of \$47,313, and based on prior years trending will be increased by an additional \$17,687. The overall increase in this line item from last year is \$67,200, which is an increase of 73.93%.

There was a significant increase in the Other Purchase of Service category as a result of a biannual contract for mulching and weeding. This was also based on an average of three prior years spending. The overall increase in this line item \$18,752. Additionally, organic lawn maintenance was added to the Library. The overall increase in this line item from last year is 82.07%.

The Building and Equipment Supplies line item was increased slightly based on an average of three prior years spending, and the opening of the Sr. Center Building. The Sr. Center Building line item increase by \$4,500. The overall line item increase is \$9,500, which is an increase of 2.42%

There was also a slight increase in the Custodial Supplies line item. Again, the expanding Sr. Center Building warranted an increase of \$5,642 to that line. Additionally, the increase was due to an assumed 3% increase in costs for the custodial supplies based on information provided by the current vendor. The overall increase in this line item from last year is \$11,813, which is an increase of 5.71%.

Lastly, there was a change in the Vehicular Supplies which is comprised entirely of vehicle fuel costs. This increase is based on a \$3.90 per gallon price and past year's consumption. The overall increase is in this line item from last year is \$6,293, which is an increase of 28.51%

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Facilities - Operations**

The overall change from FY 2013 to FY 2014 submission for Expenses is \$100,992 which is an increase of 2.23%.

**Transfer Between Line Items**

Object Code	Change from Prior Years Approved Budget	Amount Offset By Transfer	Object Code Transferred To/From	Net Change
Salary & Wage Regular	\$188,256	-\$22,262	N/A	\$165,994
Salary & Wage Temporary	\$6,680	\$0	N/A	\$6,680
Salary & Wage OT	\$48,590	-\$22,262	Other Property Related Services	\$26,328
Salary & Wage Other	-\$21,608	\$22,158	Salary & Wages Regular	\$550
Energy	-\$100,733	\$0	N/A	-\$100,733
Repairs & Maintenance	\$61,149	\$0	N/A	\$61,149
Rental & Leases	-\$22,000	\$17,000	Professional & Technical Services	-\$5,000
Other Property Related Services	\$31,948	\$20,000	Salary & Wage OT	\$11,948
Professional & Technical Services	\$17,000	-\$17,000	Rental & Leases	\$0
Communications	\$67,200	\$47,313	Town Manager - Communications	\$19,887
Recreational & Cultural Services	\$0	\$0	N/A	\$0
Other Purchase of Services	\$18,752	\$0	N/A	\$18,752
Office Supplies	\$0	\$0	N/A	\$0
Building & Equipment Supplies	\$9,500	\$0	N/A	\$9,500
Custodial Supplies	\$11,813	\$0	N/A	\$11,813
Grounds Keeping Supplies	\$0	\$0	N/A	\$0
Vehicular Supplies	\$6,293	\$0	N/A	\$6,293
Food & Service Supplies	\$0	\$0	N/A	\$0
Medical Supplies	\$0	\$0	N/A	\$0
Public Works Supplies	\$0	\$0	N/A	\$0
Other Supplies & Equipment	\$0	\$0	N/A	\$0
Government Charges	\$0	\$0	N/A	\$0
Travel & Mileage	\$0	\$0	N/A	\$0
Dues & Subscriptions	\$0	\$0	N/A	\$0



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Facilities - Operations**

Performance Factors

Completed Work Orders By Building

Building	Fiscal Year 2011		Fiscal Year 2012	
	Number	Percentage	Number	Percentage
All Buildings	7	0.3%	24	0.8%
Town Hall	7	0.3%	79	2.5%
Ridge Hill	33	1.3%	25	0.8%
Daley Building	72	2.9%	61	1.9%
Public Safety Building	115	4.6%	156	4.9%
Fire Station No. 2	38	1.5%	59	1.9%
Broadmeadow	161	6.4%	214	6.7%
Eliot	114	4.6%	119	3.7%
Hillside	154	6.2%	219	6.9%
Mitchell	154	6.2%	213	6.7%
Newman	155	6.2%	81	2.5%
High Rock	106	4.2%	168	5.3%
Pollard	418	16.7%	619	19.5%
NHS	404	16.2%	469	14.7%
Emery Grover	96	3.8%	90	2.8%
DPW	87	3.5%	123	3.9%
Water & Sewer	92	3.7%	93	2.9%
RTS	12	0.5%	20	0.6%
PSAB	94	3.8%	109	3.4%
Senior Center	16	0.6%	22	0.7%
Library	126	5.0%	160	5.0%
Parks & Fields	40	1.6%	58	1.8%
Schools	1762	70.5%	2192	68.9%
Municipal	739	29.5%	989	31.1%
Total	2501		3181	

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Facilities - Operations**

Average Age of Work Order

FY 2011	FY 2012
60 Days	69 Days

Action Item: Include number of days to complete work order as part of employee review process. Include supervisors on the daily planning process of work to be completed.

PM vs. Regular Maintenance Work Orders Complete

Type	Fiscal Year 2011		Fiscal Year 2012	
	Number	Percentage	Number	Percentage
Preventative Maintenance	798	31.9%	984	30.9%
Regular Work Orders	1,703	68.1%	2197	69.1%
Total	2,501		3181	

Permit of Afterschool Activities

\*2010 started program in November

Buildings	Fiscal Year 2010*		Fiscal Year 2011			Fiscal Year 2012		
	# of Events	Hours	# of Events	Hours	Fees Charged	# of Events	Hours	Fees Charged
Broadmeadow	414	2,361	576	3,074	\$4,910	844	4,150	\$6,640
Eliot	350	2,286	727	5,119	\$3,060	542	3,342	\$3,135
Hillside	124	1,490	158	1,591	\$1,000	229	2,580	\$1,542
Mitchell	251	1,388	330	1,986	\$525	342	1,655	\$730
Newman	364	1,527	547	3,724	\$4,785	279	1,629	\$0
High Rock	32	181	316	1,788	\$3,115	552	2,904	\$2403
Pollard	363	1,339	731	4,029	\$14,610	817	3,275	\$10,713
NHS	1,264	5,632	2,761	11,804	\$6,455	3,010	14,413	\$6,195
Total	3,162	16,204.	6,146	33,114	\$38,460	6,615	33,946	\$31,356

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Facilities - Operations**

Energy Consumption in MMBTUs

FY 2009 – High Rock offline, PSAB not yet constructed

FY 2010 – High Rock online for 11 months, PSAB online for 6 months

FY 2011 – Town Hall Offline

FY 2012 – Town Hall Online for 9 months, Newman housed in modular classrooms, St Mary's Pump Station oil consumption moved to Water Division

Year	Electricity		Natural Gas		Oil		Total
	kWh	MMBTU	therms	MMBTU	gallons	MMBTU	MMBTU
2009	7,607,407	25,296.02	226,051	22,479.40	204,005	27,928.74	75,704.16
2010	7,949,501	24,610.37	212,600	18,900.30	174,965	24,282.88	67,793.55
2011	8,128,945	27,744.09	263,497	26,349.70	194,096	27,169.66	81,263.45
2012	8,680,870	29,627.81	299,781	29,978.10	84,839	11,962.30	71,568.21

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,049,946	0	3,049,946
Expenses	4,627,787	0	4,627,787
Operating Capital	0	0	0
<b>Total Operating Request</b>	<b>7,677,733</b>	<b>0</b>	<b>7,677,733</b>

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Facilities - Operations							
Object				Description						Amount	
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	51	0	51	51	0	51	52	0	52		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages									2,642,336	
b.	Career										
c.	Holiday										
d.	Incentive										
e.	Stipends									8,165	
f.	Uniform									19,400	
g.											
Sub Total 1										2,669,901	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Summer Trades Assistants									15,007	
b.	Town Hall Building Monitors									12,960	
c.	COA Building Monitors									3,854	
d.	PSAB Building Monitors									4,000	
e.											
f.											
Sub Total 2										35,821	
3. Salary and Wage Overtime (Itemized Below)											
a.	Sunday Coverage at Library									7,852	
b.	Snow Program									42,915	
c.	Grounds Keeping									29,028	
d.	Non-Billable Coverage and Planned Cleaning									91,733	
e.	Saturday Program to Support Preventative Maintenance & Upgrades									46,148	
f.	Boiler Inspection									108,148	
Sub Total 3										325,824	
4. Other Salary and Wage Expenses - (Itemized Below)											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Department of Public Facilities - Operations
Object	Description	Amount
a. Sick Incentive Pay		18,400
b.		
c.		
d.		
e.		
f.		
Sub Total 4		18,400
5. Total Salary and Wages (1+2+3+4)		3,049,946
DSR2B		
Object	Description	Amount
Energy (521x)	Electric (1,837,580) Natural Gas (596,153) Oil (170,415)	2,604,148
Repairs & Maintenance Services (524x – 525x)	Alarm and Sprinkler Servicing (33,000) Door Repairs (34,500) Elevator Maintenance (31,500) Electrical Repairs (41,000) Extinguisher Service (14,000) Floor Repair (13,500) General Repairs (70,514) Generator Maintenance (19,500) HVAC Maintenance (66,550) Plumbing Repairs (36,750) Roof Repairs (28,500) Telephone Maintenance (26,500) Vehicle Maintenance (16,000) Window Washing (5,000)	436,814
Rental & Leases (527X)	Rentals of Specialty Equipment	6,738
Other Property Related Services (529x)	Pollard Contract Cleaning (170,506) High School Contract Cleaning (342,226) Pest Control Services (22,584) Fence Repair (10,000)	654,271

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Operations	
Object	Description	Amount
	Energy Upgrade Fund (77,036) General Services (11,919) Grounds Keeping (20,000)	
Professional & Technical Services (530x - 531x)	Engineering Consulting (42,308) Software (17,000)	59,308
Communications (534x)	Hardwire Phones (143,794) Cellular Phones (11,500) Printing & Mailing (800) Legal Notices (2,000)	158,094
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Water Filtration (4,900) Landscaping (36,702)	41,602
Office Supplies (542x)		3,000
Building & Equipment Supplies (543x)	Electrical (82,500) Plumbing (62,000) HVAC (132,500) Carpentry (51,500) Glass (10,500) Custodial Equipment (21,000) Misc. Supplies (41,697)	401,697
Custodial Supplies (545x)		218,524
Grounds Keeping Supplies (546x)		2,259
Vehicular Supplies (548x)	Gasoline	28,364
Food and Service Supplies (549x)		250
Medical Supplies (550x)		300
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Uniforms	6,918
Governmental Charges (569x)		0
Travel & Mileage (571x - 572x)		3,250
Dues & Subscriptions (573X)	APWA (800) MFAA (1450)	2,250
Other Expenses (574 X - 579x)		0
6. Total Expenses		4,627,787

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Department of Public Facilities - Operations		
Object	Description	Amount		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				7,677,733
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES		NO X
Does the Department depend on any Federal or State grants to provide services?		YES		NO X

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Public Facilities Dept - Construction**

**Operational Considerations**

The Public Facilities Construction division is working on the construction of the new Senior Center; Salt Shed relocation; added garage bays at the DPW Facility on Dedham Avenue; Rosemary Pool Rehabilitation; Pollard Boiler Replacement; Renovation and expansion of the St. Mary's Street Pump Station and feasibility studies for the Hillside and Mitchell Elementary Schools and School Administration."

No position in the Public Facilities Construction division is funded by a revolving fund but some positions are funded in part by the capital project appropriation. Expenses will remain at the same level as FY13.

**Performance Factors**

Over the summer of 2012 the Newman Elementary School project was completed. The Newman Elementary School population started school in the renovated building on September 5, 2012 and the Pollard Middle School Improvements were completed with the conversion of temporary parking to tennis courts and associated site elements. The construction of a Senior Center at the MBTA parking lot site in the Heights is underway with a substantial completion date anticipated in October 2013. The St. Mary's Pump Station is scheduled to be renovated with a design completion date of October 2013 and construction completion anticipated in July 2015. Prefeasibility studies for the Hillside and Mitchell Elementary Schools are on going. It is expected that this will be developed into full blown projects in participation with MSBA. A feasibility study for the School Administration Building is expected to be completed in 2013. Salt Shed relocation from DPW to the RTS is in design and scheduled to be constructed in the latter part of 2013. Garage Bays at the DPW site are currently in design and anticipated to be constructed in 2013-14. The boilers at the Pollard Middle School are to be replaced with high efficiency gas boilers in the summer of 2013.

Anticipated projects for FY14 are: the completion of the Senior Center, Pollard boiler replacement, design completion and start of construction for St. Mary's Street Pump Station renovation, as well as construction of the Salt Shed at RTS and DPW garage bays at 470 Dedham Avenue, and design completion for Rosemary Pool Rehabilitation options for existing cofferdam and associated site and operational elements.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	357,262		357,262
Expenses	18,195		18,195
Operating Capital			
Total Operating Request	375,457		375,457



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department			Public Facilities Dept - Construction							
Object			Description				Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	3	1	3.8	4	0	4	4		4	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						351,262			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends						6,000			
f.	Uniform									
g.										
Sub Total 1							357,262			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Public Facilities Dept - Construction
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		357,262
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	PFD Construction (5,700)	5,700
Communications (534x)	PFD Construction (4,000)	4,000
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	PFD Construction (300)	300
Office Supplies (542x)	PFD Construction (1,000)	1,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	PFD Construction (300)	300
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	PFD Construction (5,000)	5,000
Dues & Subscriptions (573X)	PFD Construction (1,895)	1,895
Other Expenses (574 X - 579x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Public Facilities Dept - Construction		
Object	Description	Amount		
6. Total Expenses		18,195		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		375,457		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	NO	X
Does the Department depend on any Federal or State grants to provide services?		YES	NO	X

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Health**

**Operational Considerations**

In addition to a FY'12 budget of \$465,494, the Health Department received **\$368,753 in grants and donations and \$73,359 from permits and licenses** for an additional \$442,112. The grants and donations helped to maintain our mission and provide necessary services. Every March the Board of Health reviews and appropriately raises the permit and license fees.

**Two expenditures on the DSR 2 have small increases.** Postage was increased by \$200 and Legal Notices was increased by \$25 based on usage the past few years.

The **CIP** for the Health Department replacement vehicle for FY15 has been submitted.

There are **two continuing Revolving Accounts** that include the Traveling Meals Program and the Immunization Fund.

There were **no increases** to the Riverside Community Care, Charles River ARC or Fuss and O'Neil **contracts**.

The **Riverside Community Home Based Care** contract has brought outstanding additional services to high risk adults and seniors in the community, including consultation and home visits to clients identified by the Public Health Department, Fire Department, Police Department, Building Department, Needham Housing, and Human Services. In addition Riverside is leading the Adult Education Subcommittee for the Needham Coalition for Suicide Prevention. Riverside has also provided a Licensed Clinical Social Worker to the Housing Committee and the Domestic Violence Action Committee. Riverside runs a weekly Parent Group focused on supporting Needham mothers who have a child with chronic and serious mental health issues. **Charles River ARC** continues to provide many services to cognitive delayed residents. The synthetic fields were tested by **Fuss and O'Neill** to proactively monitor chemical exposure. The Board of Health will continue to use these results as a baseline to compare data from year to year.

**Riverside Community Care**

	FY '10	FY '11	FY '12
Service Hours	2,128	2,590	4,008
Total Individuals	380	402	391
Psychiatric Emergency Interventions	N/A	157	322
Nights/Days Crisis Stabilization Interventions	N/A	N/A	84
Youth Home Based Clients	56	50	65

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

Department

Health

**Interface** has been brought to all the Human Service Departments, School Guidance Departments, and School Nurses for the third year. This was a pilot project that was paid for by the Needham Coalition for Suicide Prevention, Co-chaired by the Health Department, through grant money from the Massachusetts Department of Public Health. The service provides licensed professionals who match client needs within 1-3 days to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster for those with insurance. They also follow up within a few weeks to evaluate the services found. This service is now **available to all residents** in the Town and Physicians at Beth Israel Deaconess Hospital. Interface will be funded for the next two years by Beth Israel Deaconess Hospital Needham and the Kyle Shapiro Foundation. Their website offers valuable educational material and resources on many mental health issues.

### Interface Assessments and Referrals

	FY '10	FY '11	FY '12
Total Individuals Served	90	112	125

The mission and vision of the **Needham Coalition for Youth Substance Abuse Prevention** (NCYSAP) and the Senior Substance Abuse Prevention Project Coordinator are centered on collaboratively reducing substance use in our community with prevention initiatives impacting media advocacy, policy and enforcement, access and availability and creating a shift in community norms around the normalization of youth substance use. The work in these vital areas has created community awareness outside of the youth population, resulting in an increase in the adult population seeking services. Initiatives impacting access, through the **Medication Take- Back** and the Needham Police Department **Party Patrols**, accompanied by media advocacy on the justification of these initiatives, have created an enhanced awareness of substance abuse issues. These prevention initiatives have contributed to enhanced awareness of abuse and dependence as a treatable condition as well as visible access to **counseling, treatment and support resources for Needham adults**. The Health department receives calls from adults and parents of youth for counseling and treatment resources for substance abuse and mental health issues reportedly motivated by the community prevention work. The federal funding of the **Drug Free Communities (DFC) grant** program has created awareness of substance abuse and mental health issues for youth while simultaneously extending the reach to Needham adults, motivating their pursuit of support resources and treatment. One new strategy this past year included **Fifth-Quarter**, a substance free events, held following high school sporting events. The **Youth Center** events held at Pollard School on Friday evenings has been pulled into the Health Department with increasing numbers of junior high school youth. The weekly **Parent Support Group**, in its third year, supports parents of youth who are chronically using substances. This program has been funded for the last three years by the **Tolman Trust Fund** but this funding will end in FY'13.

The Health Department continues to look for opportunities for **shared services** with other towns. We work with **CHNA #18** (Waltham, Newton, Brookline, Wellesley Weston, Dover, Dedham, Westwood and Needham) to promote health initiatives based on the results of our Community

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Health**

Needs Assessment from last year that found Mental Health needs (especially anxiety and depression) are the top issues in all 9 communities. We work with **Norfolk County – 7** (Wellesley, Westwood, Norwood, Dedham, Canton, Milton and Needham) to write grants to support Emergency Preparedness exercises and trainings for our Departments and our Medical Reserve Corps. This group is also funded from the **Toxic Use Reduction Institute** of University of Massachusetts - Lowell to educate workers and consumers in nail salons to improve the environment and reduce the use of chemicals. We continue to work with **Region 4 –B** (27 towns bordering Boston who meet monthly at the Needham Public Library) on Emergency Preparedness activities sharing exercises and deliverables defined by the Center for Disease Control.

The **Traveling Meals Programs** continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. In 2010 Harvard Community Health Care awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population.

Currently the Health Department **Co-Chairs** the Needham Coalition for Suicide Prevention, Co-Chairs the Local Emergency Planning Committee, Co-Chairs the Domestic Violence Action Committee, Leads the Needham Youth Substance Abuse Prevention Coalition, Co-Chairs the Eat Well Be Fit Committee, Coordinates the Tobacco Control Program, Chairs the Housing Committee and Coordinates the Medical Reserve Corps. The Health Director is on the **Steering Committees** for CHNA #18, 4-B and NC-7.

The Health Department strives to maintain the **Essential Public Health Services as defined by the Center for Disease Control (CDC)** and National Association of County and City Health Organizations (NACCHO). The time spent on emergency preparedness since 2001 has made it difficult to focus on these services. The Essential Services provide a working definition of public health and a guiding framework or the responsibilities of local public health systems.

1. Monitor health status to identify community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

**Board of Health Goals FY2013**

**Department Information  
DSR1**

**Department**

**Health**

**I. Promote, Protect and Preserve a "Healthy Needham"**

1. To work with the Massachusetts Department of Public Health to identify, promote, support, and participate in activities related to the promotion of health and wellness in Needham with town departments and the school system, and to serve as a liaison to community agencies, providers. These would include but not be limited to; substance abuse, suicide prevention, obesity, concussions, domestic violence, communicable diseases, proper nutrition and exercise for all residents across the age continuum.
2. To promote and support substance abuse prevention (including tobacco) efforts for all ages
3. To promote Integrated Pest Management (IPM)
4. To promote and support monitoring of synthetic turf fields
5. To promote healthy schools and address Indoor Air Quality issues.
6. To support science based Public Health initiatives

**II. Support Needham Public Health and Human Services**

1.To advocate with other town Boards for adequate funding and support for Needham Public Health and Human Services. Human Services consists of the following divisions – Council on Aging, Veteran’s Services and Youth Services.

**III. Support Emergency Preparedness**

1. Continue to actively support the Public Health Department efforts, including the Medical Reserve Corps, participate in trainings and exercises, and provide community feedback on initiatives and community concerns.
2. To support the leadership of the Public Health Department staff in local (LEPC), regional (Norfolk County-7 and Region 4B), and state (MDPH) Emergency Preparedness endeavors.

**IV. Promote Active Partnership and Effective Communication**

- 1.Ensure appropriate information flow through a variety of avenues between the Board of Health, the Public Health Department, the Town Manager and her designee, other town departments, the schools, community agencies, providers, legislators and the residents of Needham.
2. To meet twice/year with the Town manger and /or her designee to review goals.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Health**

**V. Professional Development**

1. Support sufficient funding for professional development opportunities for the department especially those related to current issues and trends in environmental science and public health.

There are 4 **DSR 4 requests** for FY 2014 and one submitted for FY15.

The **DSR4 -1** request for \$10,000 would increase the number of hours the current Social Worker from Riverside Home Based Services offers for visits to high risk adults in the community identified by the Housing Committee and other professionals. The Housing Committee includes Health, Fire, Police, Animal Inspector, Human Services, Building, Needham Housing, Protective Services and Riverside. These families need home visits as they are not able at this time to visit outpatient or inpatient services. The current Riverside Community Care contract is \$60,000 and this would raise that contract to \$70,000. The increase last year brought valuable services to the community and we are asking for additional funding to keep up with the identified demand from the Housing Committee.

The **DSR4 -2** request is for \$3,218 for an increase in Department Assistant hours to help with office coverage and other office duties.

The **DSR4 -3** request for \$1,400 is to contract for a AED/CPR Instructor to oversee the training of Town Employees in each Town building who will respond to an emergency if needed. This contract would provide for four trainings a year for a total of 40 employees. Employees are certified for two years. Forty employees each year will allow 80 employees currently certified at all times to cover all municipal buildings. Currently the Public Health Nurse teaches this to employees. The increasing workload of the nurses necessitates this request. A contractor is currently used in the Needham Public Schools for this service.

The **DSR-4-4** request for \$1,500 would allow the Public Health Director to attend a national conference to learn best practices and develop professional relationships. In a time of decreasing grant monies this would help the Director identify funding sources. This is the fifth year requesting this expense.

The **DSR-4-5** request for \$85,000 is for **FY 15**. The Substance Abuse Prevention and Education Coordinator is working in the fourth year of the five year Federal Drug Free Communities (DFC) grant, currently funded annually at \$125,000. This request is to continue to address this major community health problem if Federal funding is not available for years 6-10. Funding for this position will maintain the collaboration among Needham community partners to support the education, assessment and treatment of the increasing number of Needham residents confronting substance abuse and mental health issues.



**Department Information**  
**DSR1**

**Department****Health****Performance Factors****1. Food Establishment Inspections**

Inspect all food establishments at least twice a year as mandated by the Massachusetts Department of Public Health:

FY10	FY11	FY12
149	153	150

**2. Communicable Disease Monitoring/Investigation**

Investigate all communicable disease investigations reported using the State electronic surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. All reportable disease investigation within 24 hours:

FY10	FY11	FY12
84	84	108

**3. Medical Reserve Corps**

Provide four trainings and exercises and continue to sustain the Medical Reserve Corps as mandated by the Center for Disease Control. All trainings completed:

FY10	FY11	FY12
5	6	6

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Health**

**4. Food, Housing, Nuisance and Tobacco Complaints**

Follow up on all complaints received within 24 hours. All complaints followed up on within 24 hours:

FY10	FY11	FY12
119	118	140

**5. Fuel/Emergency Assistance to Families**

Assist all eligible families seeking assistance to obtain state, private or locally raised monies to provide fuel assistance and emergency funds as needed:

FY10	FY11	FY12
264	316	302

**6. Fifth Quarter / Needham Coalition for Youth Substance Abuse**

To continue to seek funding and eventually sustainable funding to support Fifth Quarter (the high school substance free events following sporting events). \$10,000 raised in FY'12. Currently raising funds for this year with commitments from Beth Israel Deaconess Hospital Needham and the Norfolk County DA's Office. Have met with several service clubs seeking permanent funding.

**7. Traveling Meals Program**

Friends of the Needham Board of Health and Traveling Meals will continue to fund raise to provide meals for those vulnerable needy residents unable to pay for meals. Meals provided for free by FRIENDS of the Needham Board of Health and Traveling Meals:

FY10	FY11	FY12
1023	1185	1085

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Health**

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	418,295	3,218	421,513
Expenses	87,254	12,900	100,154
Operating Capital	0	0	0
Total Operating Request	505,549	16,118	521,667

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2									
Department			Health						
Object			Description				Amount		
DSR2A									
Personnel	FY2012			FY2013			FY2014		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	6	5.9	4	6	5.9	4	6	5.9
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	y	No
1. Salary and Wage Permanent Positions.									
a.	Salary and Wages						320,643		
b.	Career								
c.	Holiday								
d.	Incentive								
e.	Stipends						1,500		
f.	Uniform								
g.									
Sub Total 1							322,143		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Traveling Meals Packers and Drivers						6,174		
b.	Animal Inspector						2,500		
c.	Recording Secretary						2,605		
d.	SAMSHA Drug Free Community Grant positions (FTE 1.8) Senior Program Coordinator (\$68,990) and 2 Program Coordinators (\$42,892)						0		
e.	Center for Disease Control Emergency Preparedness Grant (FTE .8) Coordinator (\$8,400)						0		
f.									
Sub Total 2							11,279		
3. Salary and Wage Overtime (Itemized Below)									
a.	Emergency Off-Hour Inspections						2,000		
b.									
c.									
d.									
e.									
f.									
Sub Total 3							2,000		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health	
Object	Description	Amount
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Public Health Nurses		37,149
b. Public Health Program Coordinator		29,651
c. Environmental Health Agent		12,855
d. Department Assistant		3,218
e.		
f.		
	Sub Total 4	82,873
5. Total Salary and Wages (1+2+3+4)		418,295
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Gas Monitor, Thermometers, Hearing and Vision Machines	513
Rental & Leases (527x)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Employee Trainings, seminars	1,500
Communications (534x)	Cell Phones, Postage, Legal Notices	4,678
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Contracts	69,414
Office Supplies (542x)	General office supplies	4,760
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)	Clinics, First Aid, CPR	1,293
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Educational materials, other subscriptions	2,175
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Inspections, increased Regional Meetings,	1,800

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Health		
Object	Description	Amount		
Dues & Subscriptions (573X)	Professional Dues and Subscriptions	1,121		
Other Expenses (574 X - 579x)				
6. Total Expenses		87,254		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		505,549		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	NO	x
Does the Department depend on any Federal or State grants to provide services?		YES	x	NO

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	Riverside Home Based Care Program Increase \$10,000	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		X		\$10,000,	
Operating Capital					
Other Costs					
Total Request				\$10,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					x
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>This request for \$10,000 would increase the number of hours the current Social Workers from Riverside Home Based Services offers for visits to high risk adults in the community identified by the Housing Committee and other professionals. The Housing Committee includes Health, Fire, Police, Animal Inspector, Human Services, Building, Needham Housing, Protective Services and Riverside. These families need home visits as they are not able at this time to visit outpatient or inpatient services. The current Riverside Community Care contract is \$60,000 and this would raise that contract to \$70,000. The increase last year brought valuable services to the community and we are asking for additional funding to keep up with the identified demand from the Housing Committee.</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	Increase Administrative Support		Priority	2	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage				3,218	
Expense		X			
Operating Capital					
Other Costs					
Total Request				3,218	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
Additional hours are needed for office coverage as the Administrative Assistant is frequently the only staff person in the office. Currently there is funding for 3 hours of additional support time. This request would double that amount to 6 hours a week.					



Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	AED/CPR Course Instructor - Contract		Priority	3	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		X		\$1,400	
Operating Capital					
Other Costs					
Total Request				1,400	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
To contract for a AED/CPR Instructor to oversee the training of Town Employees in each Town building who will respond to an emergency if needed. This contract would provide for four trainings a year for a total of 40 employees.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Health			
Title	Health Director to Attend One National Conference a Year		Priority	4
DSR4				
Expenditure Classification	FTE	Frequency		Total \$
		Recurring Amount	One Time Only Amount	
Salary and Wage				
Expense		X		\$1,500
Operating Capital				
Other Costs				
Total Request				\$1,500
Budgetary Considerations				Yes No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?				x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
4. Does the request support activities which produce revenue for the Town?				x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?				x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				x
7. Is specialized training or licensing required (beyond the initial purchase)?				x
8. If applicable, will the item(s) being replaced be retained by the Town?				x
9. Does this request address a documented health or safety issue?				x
All <b>"YES"</b> responses must be explained in the narrative				
Description and Explanation				
This would allow the Public Health Director to attend a national conference to learn about best practices on emergency preparedness and emerging topics and strengthen professional relationships. This would help to learn where future grant money will be available. This is the fifth year requesting this expense.				

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	Substance Abuse Senior Program Director		Priority	5	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage				\$75,000	
Expense				\$10,000	
Operating Capital					
Other Costs					
Total Request				\$85,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					x
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
Currently the Senior Substance Abuse Coordinator is in the 4 <sup>th</sup> year of a 5 year grant. If the Federal Program continues we will apply for year 6 through 10. If no grant money is available we would ask the Town to fund this valuable position.					

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Human Services**

**Operational Considerations**

The Human Services Department is comprised of three divisions (Council on Aging, Veterans' Services and Youth Services) into one department with greater ability to share resources toward improving efficiency and overall service delivery to the residents to the Town.

**Council on Aging**

In the 1950's, Dorothea Willgoose, MD. , a forward thinking resident, realized that the older adult population of Needham had unmet health, housing and social needs. In large part due to her advocacy, the Needham Council on Aging was established to address these issues by Town Meeting vote in 1957. Various community partners such as the YMCA shared space with the department over the years until we officially opened our doors as the Stephen Palmer Senior Center at 83 Pickering Street on October 2, 1979. This address has been home ever since.

Needham can boast that as a proactive community, it was forward thinking enough to encourage the formation of one of the first recognized Councils on Aging in the State of Massachusetts. History tells us that Needham's role as a pioneer in providing programs and services specifically geared toward the needs of older adults was recognized as a model for the nation. Documentation indicates that Needham data was used at the First White House Conference on Aging and Dr. Willgoose was invited to be a key participant. Her input continued and helped shape the direction that elder service took on a National and State level.

**The Mission and Goals**

For the past 56 years our mission has consistently been to respond to the needs of older residents' by providing a welcoming, inclusive, secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth.

The Needham Council on Aging (COA), as a division of the Human Service Department, is charged with serving Needham's 60+ population and their families, by addressing diverse aspects of aging service interests, concerns and needs. We provide advocacy for Needham's senior population on the local, regional, state, and national levels, to assure that needs and interests are being met, and that the quality of life for our residents is at an optimal level, in an environment that fosters independence.

The functions of the Council on Aging are not confined by walls. We fulfill our mission as a true community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The division offers programs and services five days a week at the nationally accredited Stephen Palmer Senior Center, located at 83 Pickering Street, where the professional Council on Aging staff has had oversight for services and programs for over 30 years. The Council on Aging, consists of the Executive Director, the Associate Director, the Transportation and Volunteer Coordinator, the Social Work Department, the S.H.I.N.E. program (Serving the Health and Information Needs of the Elderly), and many active volunteers, all of whom contribute to the fulfillment of the department mission and goals. The Center hours are

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Human Services**

Monday-Friday 9:00a.m.- 4:00 p.m. with office hours from 8:30-5 p.m.

Some of the services and programs provided to meet the goals of the Council on Aging include, but are not limited to: outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits counseling, volunteer opportunities, health & wellness information and screening, creative and social classes, educational programs, special events and trips, and a drop-in center for socialization, independent activities and learning opportunities.

The Stephen Palmer Senior Center

The senior center is the focal point for aging service issues in our community, and serves residents of all ages. The Center is the gateway to information and services that support and enable a multigenerational group (ages ranging from 60 to over 100) to maintain health, independence and optimal level of functioning in many aspects of life. The growing aging population requires continued support at this level and the Council on Aging continues to fulfill this role by offering relevant programs and services for residents of all ages where ever they may reside in Needham: in their own homes; congregate housing; assisted living facilities or in some cases nursing facilities.

We are proud to report that the Needham Council on Aging Senior Center was the first in Massachusetts, and the 20<sup>th</sup> in the nation, to achieve national accreditation in 1999 and is only one of a handful of Centers in the Nation to have gone through the process three times completing the last reaccreditation in December 2011.

Highlights from FY 12

- The Needham Council on Aging (COA) continues successful collaboration with the Needham Fire Department as well as the Needham Police Department and their Community Officer. Close interdepartmental working relationships continue to include, but are not limited to, the Health Department, the Needham Schools, the Assessors Office and the Department of Public Works as well as the Town Manager's Office. The COA is represented on the TRIAD Committee as well as the Housing Committee, the Domestic Violence Committee, Healthy Needham and the Needham Coalition of Suicide Prevention.
- Once again it was an incredible year! In September the Selectmen considered recommendations from the Senior Center Exploratory Committee whose membership was charged with evaluating all possible sites for a new Center, studying the size and scope of what a new Center should be, helping to determine the cost, and finishing up their work by providing their findings and suggestions to them. In November the Town Meeting Members voted almost unanimously to provide the funding for a new Senior Center that will be built on a site in the Heights area of Needham. In May we had a Ground Breaking Ceremony with expectations that our new Senior Center will be completed by October 2013.

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

Department	Human Services
<ul style="list-style-type: none"> <li>Reaccreditation was formally completed in December when we finally had our long awaited site visit. Through the efforts of many community partners all of the committee work had been completed, the proposed action plan and other necessary documentation had been compiled and provided, policies were made available and the day finally came. During the exit interview the onsite reviewer spoke of the excellence of the reaccreditation documentation that was submitted to her, and complimented the thoroughness of our suggested action plan and diverse programming and service that we have been offering. Her comments were summed up as she shared that from her perspective we have not let the issues with our physical plant hold us back. She explained that she felt that we had handled our difficulty of space with creativity by finding appropriate off site locations so that we could offer educational and recreational programs that were appropriate and addressed the interests of participants.</li> <li>In July of 2011 we received official notification that the Mobility Assistance Grant that we had applied for, with the financial help of a 20% match from the Friends of the Needham Elderly (FONE), had been awarded. In the spring of 2012 we took possession of a 14 passenger, wheelchair accessible, type C Mini Bus. Additional features such as hand grips on seat backs and the installation of seats that could flip up to allow for more seating configurations to fit the potential needs of riders, were also paid for by the Friends.</li> <li>National Senior Center month was celebrated in September 2011 with an array of programs that included a Shred-A-Thon, An Exercise and Fitness Demonstration week, and a Wellness health Day. The Kick Off Party's goal was geared to educating our participants about what our Council on Aging offers both in programs and services. Emmett Schmarsow, Program Manager for the Massachusetts Executive Office of Elder Affairs spoke about the important role of Councils on Aging and Senior Centers. During the Fall we were also able to embark on another eight week session of "Sages and Seekers" and during the year continued to offer our "Celebrate Diversity" program, participated in National Depression Screening Day, offered a lecture on Medicare that was pertinent to the open enrollment period, while we continued to offer our regular programs and services.</li> <li>Transportation continued to be an important concern for the Council on Aging this year. Early in the year the Independent Transportation Network (ITN), through the support of the Metrowest Community Health Care Foundation and Tufts Health Plan Foundation, let us know that this community-based alternative was being gradually phased into the Metrowest area to compliment existing opportunities through community involvement and support. The Needham Council on Aging invited the Executive Director to meet with some community partners to discuss this option. Coinciding with this was our recognition that our transportation brochure needed to be updated to include information about as many transportation options in our area that are known to us in order to make access to service easier for those that need it. A new brochure "Transportation Options for Needham Seniors" was created. During this time our Transportation Coordinator spearheaded a gathering of community organizations and agencies that were currently providing some form of transportation in the area. This serves as another example of how community collaboration can work to benefit the health and wellness of its citizens while fine tuning and developing new programs and/or services.</li> <li>As mentioned in FY11 we welcomed a new member to our Social Service staff. With a new set of eyes, we found ourselves developing a</li> </ul>	

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Human Services

new approach to client finding for our Friendly Visitor Program and redefining what constitutes an appropriate visiting setting. A fresher, newer view continued to emerge and unfold during FY 12. We started the year with three sets of "friends" and ended the year with twelve matches. Volunteers contributed a total of 474 hours to support this program. Beyond concrete outcome measures related to this program lie intangible changes in scope and creativity. We expanded the program into other settings such as nursing homes and rehabilitation facilities, recruited need specific volunteers (cancer survivors, Hebrew speaking, and dog lovers) and utilized partnerships with other programs to meet special requests of the volunteer or senior.

- The Council on Aging offered over 50 programs on a regular basis at the Stephen Palmer Senior Center and additional sites throughout Needham and our van provided 7,778 rides to include 2,649 rides related to our food shopping program. Some new programs offered in FY12 included Balance and Fall Prevention, Diabetes Self-Management, Meditation Techniques for Beginners, Zumba and Spanish.
- Our phone logs indicated that close to 13,000 calls were received by the Council on Aging staff and volunteer receptionists during FY12 and volunteers throughout our community donated over 30,000 hours worth of service to the department.
- In the late Fall Town Meeting voted almost unanimously to provide funding for the building of our New Center! Work continued throughout the year.

### Funding FY 12

Funding for the Council on Aging and the many services and programs that we offer comes from varied sources. This past year the Town of Needham funded part or all of some salaried positions and allocated a sum to purchase services and expenses. As an adjunct to town funding, the Council on Aging received funds through the State Formula Grant which supported some professional staff hours and expenses up to \$40,613. Additionally, the Needham Council on Aging continued to administrate the SHINE Grant (Serving the Health Information Needs of the Elderly) for 22 cities and towns in the MetroWest region. The funding received, over \$102,000, was used to pay for the part time positions of the Shine Program Director, Assistant Director and Outreach Worker who provided supervision and over site for 46 volunteers and also paid for program expenses. Both grant amounts fluctuate yearly and are dependent on the State Budget as well as the budget for the Center for Medicare and Medicaid (CMS).

Present and future funding for the SHINE program continues to be a major concern and threat to the level of service that we have been able to achieve and our recipients have come to rely on. Beginning in 2006 SHINE has experienced significant and continuous growth serving between 50,000 and 60,000 individuals each year State wide. During this time between 40-49% of funds assigned to the Program came from supplemental funding sources, with limited availability, which enabled the program to provide the amount and scope of services that residents have utilized. In our Metrowest Region we have seen our numbers increase from 3635 contacts in FY08 to 6394 in FY12. These supplemental funds are no longer available, and without additional funding to the Basic SHINE Grant as we go forward the service to our area will be difficult to maintain at present levels although the demand is likely to increase as more people reach the age of 65. As Elder

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Human Services**

Service advocates we continue have conversations with appropriate colleagues. In FY12 46 SHINE Counselors served 889 people from our Needham sites and provided 7,214 hours of service within the 22 Towns served which contributed to an estimated \$5,000,000 savings in health care costs to residents of the towns we serve.

Donations to benefit the department were utilized to supplement the programs and services offered as state and municipal funds do not fully financially support all that the aging service department provides. As a result of a Mobility Assistance Program grant from the Massachusetts Department of Transportation and with a generous donation from the Friends of the Needham Elderly, Inc. of close to \$14,000 this Spring we took possession of a new fourteen passenger, wheelchair accessible, van in June of 2012.

<b>COUNCIL ON AGING GRANTS/DONATIONS</b>					
	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>TOTAL</b>
<b>*SHINE</b>	\$81,829.86	\$108,226.72	\$132,900.40	\$102,030.78	<b>\$424,987.76</b>
<b>FORMULA</b>	\$41,411.00	\$44,597.00	\$44,597.00	\$40,613.00	<b>\$171,218.00</b>
<b>**DONATIONS</b>	\$52,687.00	\$28,216.00	\$20,918.00	\$39,256.85	<b>\$141,077.85</b>
<b>***MASS DOT</b>				\$54,424.25	<b>\$54,424.25</b>
<b>Total</b>	<b>\$175,927.86</b>	<b>\$181,039.72</b>	<b>\$198,415.40</b>	<b>\$236,324.88</b>	<b>\$791,707.86</b>

\* Amounts listed are cost reimbursements submitted and received from the Commonwealth.

\*\*\$13,996.85 is from the Friends of the Needham Elderly (FONE) that is comprised of the town's required 10% and some additional features to the grant funded van.

\*\*\*The grant from MassDot was for a new 14 accessible passenger van.

**Please Note: A for FY2013 \$100,000 has been earmarked in State budget and the division is in the process of completing the recently issued request form.**



Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Human Services**

**Veterans' Services**

The mission of the Veterans' Services are to provide services pursuant to MGL Chapter 115 which include the administration of a program of Veterans benefits for Veterans and their families who meet stringent eligibility criteria; the care of Veteran's graves, insuring the burial of indigent Veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; and to take such actions as may be necessary to insure the well being of the Veteran residents of Needham; to actively pursue federal benefits which may accrue to the Veterans of Needham and their families; thus minimizing local expenditures.

The West Suburban Veterans' District (WSVD) was established towards the end of fiscal year 2010. The District includes the Towns of Needham, Wellesley and Weston. On May 30, 2012 the Department of Veterans' Services for Commonwealth of Massachusetts granted conditional approval to the District that allowed for the district to have the Town of Wayland become the fourth community in the District. Wayland's goal and objectives for veterans' services is in line with the District's and given Wayland's population and case history was a good addition to the District. As a result of the District expanding, the Commonwealth required the District to expand its professional staff which now includes one part-time Deputy Director. The Commonwealth has identified some possible future staffing concerns for the District's for which the Board is reviewing its staffing needs to ensure the goals and objectives of the District that includes increasing the Deputy Director position from part-time to full time. In addition to the Director and Deputy Director the District has a full-time Administrative Assistant. The services being provided continue to be monitored, adjusted and expanded to meet the needs of the veterans of yesterday and of today.

In addition, to the district the Town have a dedicated Care of Graves/Coordinator of Ceremonies who works with the Director and Assistant Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities such as Memorial Day and Veterans' Day.

In FY2012 there were seven (7) clients totaling over \$23,700 in benefits paid and \$4,171.46 for flags and holders and from July 1, 2012 through October 31, 2012 we have six (6) clients totaling \$9,826.87 with a projected cost through June 30, 2013 of approximately \$39,500.

Last year, the Finance Committee supported a request for a Reserve Fund Transfer from the Finance Committee in the amount of \$2,650 and in FY 2013 should the current trend continue another request for a Reserve Fund Transfer will be made to cover Needham's current trend.

This year's request separates out the District Assessment of \$54,000 (\$1,835 reduction from FY2013) and the Veteran Benefits of \$39,500 (\$39,500 increase than FY2013). The cost of the benefits provided is based on the Veteran's personal situation and although the Veterans are aggressive with their employment searches, benefits coverage is provide throughout the search.

Some of the monies spent on Veterans and services are eligible for up to 75% reimbursement and the Town received through the Cherry Sheet and for FY2012 a reimbursement of \$16,077 was listed.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Human Services**

**Youth Services**

The mission of Youth Services is to provide leadership and a community focus on youth and family issues, to support youth and families, and to promote community wellness by identifying and addressing youth and family needs; advocating for youth and family interests; partnering with other youth and family service agencies; developing and implementing quality programs and services; and educating and communicating with the public regarding youth and family issues.

Youth Services is sensitive to the budget constraints facing the Town of Needham. Please note that with the exception of the expense of a Blackberry device for the Director, the Youth Services Expense Budget has not increased at all in nearly twenty (20) years.

The department has focused considerable attention on the area of "outside sources of support" in an effort to meet the growing needs of youth and families without adding a financial burden to the town. In the coming year the department will enhance our budget as described below:

**GRANTS, FEES, TRUST FUNDS, AND DONATIONS**

In an effort to lessen the burden on the town budget, Youth Services utilizes a combination of grants, fees, trust funds, and donations as follows:

**Babysitter Training Seminars**

Estimate of Amount Generated: \$2,500

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Consultant; additional hours for Department Assistant position, materials

**Employment Program**

Estimate of Amount Generated: \$750

Source: Fee

Amount of Fee: \$5/\$10 depending on service

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Human Services**

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Additional hours for Department Assistant position

**Substance Abuse Awareness Program**

Estimate of Amount Generated: \$315

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Purchase of materials and supplies, hire consultant for program review

**A Conversation...For Parents of Teens**

Estimate of Amount Generated: \$500

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Purchase of materials and supplies, food

**Project VAN**

Estimate of Amount Generated: \$600

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Purchase of materials, supplies, mailings

**Peer Tutor Program**

Estimate of Amount Generated: \$1,800

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Copying, purchase of materials, peer tutor recognition, and supplies;

**Make A Statement Day**

Estimate of Amount Generated: \$2,000

Source: Donation

Amount of Fee: (none)

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Human Services**

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)  
Use of funds: Purchase of materials, supplies, mailings

**VIP Program**

Estimate of Amount Generated: \$1,500  
Source: Grant

Amount of Fee: (none)  
Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)  
Use of funds: Purchase of materials, food, consultant

**Miscellaneous gifts, donations, and grants**

Estimate of Amount Generated: \$2,050  
Source: Individuals and businesses  
Use of funds: Purchase of materials, supplies, mailings, etc.

**REVOLVING ACCOUNT**

The amount in our revolving account is approximately \$18,000. Out of this account we pay for consultants and fund all or part of many programs for youth and parents.

**SUPPLEMENTAL SOURCES OF SUPPORT**

At no cost to the town, the below programs will increase the quality and quantity of services as follows:

**Graduate and Undergraduate Internship Program**

By continuing the Graduate and Undergraduate Internship Program, the department delivered 975 hours of free skilled service to the community in the past year.

**Volunteers**

Dozens of people volunteer their time and skills to the Youth Services. For example Peer Tutor Program volunteers provide hundreds of hours of service to youth, and numerous individuals assist the department on a variety of short-term projects. In sum, more than 1,900 hours of free donated services were developed/coordinated by the Youth Services over the past year.

**Diversion/Restitution Placements**

During the coming year the Youth Services will oversee 200 – 750 hours of free community service. Monitored by Needham Youth Services, participants complete their community service hours by providing free support to town departments such as Police, Library, Town Clerk's Office,

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Human Services**

Town Hall Maintenance, and Council on Aging.

- 1) Aside from a change the Town issued Smartphone, our division request for expenses has not risen in two (2) decades --- while our programming has expanded enormously. Our philosophy is to be cognizant of the limitations of the town and if we require additional funds in any given year (which happens every few years), we simply ramp up our efforts to have this donated from the community.
- 2) We generate over 1.75 FTE in services at no cost to the Town of Needham through our Internship and Volunteer Programs. Based on a salary of \$50,000, that is close to \$90,000 of free service to the town that we create each year.
- 3) We generate approximately \$10,000 a year via, fees, donations, and grants. Over the past four years the breakdown was as follows:
  - a. FY 2009 --- \$10,600
  - b. FY 2010 --- \$8,300
  - c. FY 2011 --- \$11,300
  - d. FY 2012 --- \$9,800
- 4) These figures do not include in-kind donations --- from 1,000 t-shirts and six dozen pizzas and drinks for Make A Statement Day (value is approximately \$3,500), to donations of space, food, items, support, paper, pens, time, expertise, etc. which with an approximate value of over \$7,500--- thus a true sense of what we bring in at no cost to the Town of Needham is really this \$10,000 plus the above listed fees/donations/grants.
- 5) The level of "outside funding," inclusive of our internship and volunteer programs has been extremely stable over the past five or more years and looking forward envision the same for the foreseeable future thus do not anticipate the need to seek additional expense money from the town at this time.
- 6) Philosophically we in Youth Services believe in many small grants/donations as this helps a wider spectrum of the community to connect with us. Thus we have partnered with groups as diverse as local religious organizations, Exchange Club, Rotary Club, Needham Women's Club, and even a local restaurant over the years.

**SERVICE DEMANDS**

As the figures from our FY 2012 Statistical Summary of Services indicate, the volume of work for such as a small department is impressive --- we provided 693 hours of individual therapy, 242 hours of group therapy, and recorded 3,089 participants in our workshops and trainings (our statistical survey is online at the Youth Services website). The demand for the services of this department has been and will continue to be

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Human Services**

greater than this department is capable of meeting. This is due to a variety of factors including 1) Increase in the teen/youth population (e.g. the 6<sup>th</sup> grade at the High Rock School is close to 500 students in the current academic year); 2) Declining overall mental health of youth and families; 3) Significant need to support parenting raising teens; and 4) The context of the past several years and concerns related to stress, depression, and suicide.

We make a concerted effort to share our work with the community by publishing a seasonal brochure of programs, presenting to large and small groups, coordinating with the school department, working with a wide range of community groups, and collaborating with the local press. Our website is a well maintained, up-to-date, contains valuable mental health information, and lists our services (including program evaluations), and much more. The Youth Services website can be found at [www.needhamma.gov/youth](http://www.needhamma.gov/youth).

Expense Request Changes/Reallocations:

<b>HUMAN SERVICES</b>			
<b>CATEGORIES</b>	<b>FY2013</b>	<b>FY2014</b>	<b>\$ CHANGE FY14 TO FY13</b>
Energy	\$0	\$0	\$0
Repairs & Maintenance Services	\$0	\$0	\$0
Rental & Leases	\$0	\$0	\$0
Other Property Related Services	\$0	\$0	\$0
Professional & Technical Services		\$200	\$200
Communications		-\$100	-\$100
Recreational & Cultural Services		-\$50	-\$50
Other Purchased Services	\$0	\$0	\$0
Office Supplies		-\$500	-\$500
Building & Equipment Supplies	\$0	\$0	\$0
Custodial Supplies	\$0	\$0	\$0
Ground Keeping Supply	\$0	\$0	\$0
Vehicular Supplies	\$0	\$0	\$0
Food & Service Supplies		\$400	\$400
Medical Supplies		\$100	\$100

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

Department	Human Services		
Public Works Supplies	\$0	\$0	\$0
Other Supplies & Equipment	\$0	\$0	\$0
Government Charges		-\$1,835	-\$1,835
Travel & Mileage		\$20	\$20
Dues & Subscriptions		-\$70	-\$70
Other Expenses		\$39,500	\$39,500
<b>SUB-TOTAL EXPENSES</b>		\$37,665	\$37,665
LESS: Changes w/ WSVD Assessment and Benefits			
Government Charges		\$1,835	\$1,835
Other Expenses		-\$39,500	-\$39,500
<b>TOTAL EXPENSES</b>		\$0	\$0

Performance Factors

**Council on Aging**

FY14 Objectives:1) Continue to work with the Town Manager, the Assistant Town Manager/Director of Operations and appropriate Boards and Committees to move towards completion of the new Senior Center project. 2) Facilitate collaboration with Town Departments to ensure a timely transition into the new Senior Center site upon completion. 3) Continue to pursue ongoing funding for the Council on Aging Transportation Program 4) In FY 13 we hope to expand our outreach efforts in the Friendly Visitor Program to add new community partnerships, and to increase volunteer support and appreciation through trainings and social/cultural opportunities perhaps through joint events with other Friendly Visitor programs.

Performance Indicators:1) Completion of the new Senior Center 2) Move to the new Senior Center complete 3) Funding options identified and secured 4) The expansion in scope of our Friendly Visitor Program.

**Veterans' Services**

During the last year there were approximately 2,500 American flags on the graves of Veterans in St. Mary's and Needham cemeteries, coordinated and operated the Memorial Day and the Veterans' Day observations. Veterans and widows of Veterans have been provided with services to identify benefits they are entitled to receive and to assist with the request for such benefits.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Human Services**

Veterans' Services continues to work with other town departments to provide information and services to Needham's veterans and their families.

**Youth Services**

**Five Years Ago:**

- 1) Complete extensive website review, redesign, and rewriting (over 150 pages).  
Achievement: Considerable time was devoted to this, and website redesign was accomplished.
- 2) Provide three (3) QPR Suicide Prevention Trainings.  
Achievement: This was accomplished (and many more than three trainings were held).
- 3) Offer Parenting Programs in collaboration with Sweet Basil restaurant.  
Achievement: This was accomplished and this parent program was well received by participants.

**Four Years Ago:**

- 1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults).  
Achievement: This was not accomplished.
- 2) Increase participation in "Make A Statement Day" by 15%.  
Achievement: This was accomplished.

**Three Years Ago:**

- 1) Create online registration process for programs  
Achievement: We were a part of the committee that recently selected a company to assist the Town of Needham with online payments, and are working on the portion which relates to online registration.
- 2) Coordinate with schools and Library for use of space as PSAB is limiting for our needs.  
Achievement: This was accomplished.
- 3) Work with graduated Needham High School students regarding suicide/safety issues.  
Achievement: This was accomplished.



Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Human Services**

**Two Years Ago:**

- 1) Work with the High Rock/Pollard PTC on a new parenting program  
Achievement: This was accomplished
- 2) Maintain Services to as close to last years levels as possible given that the department is short staffed this year due to a Maternity Leave and a Medical Leave.  
Achievement: This was accomplished
- 3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards  
Achievement: This was accomplished

**Last Year:**

- 1) Implement the new Bully Intervention Program  
Achievement: This was accomplished
- 2) Implement the new VIP Program for youth  
Achievement: This was accomplished
- 3) Investigate new programs as part of the Youth Education subcommittee of the Suicide Prevention Coalition  
Achievement: This is still ongoing

**This coming year:**

- 1) Revise, update, and re-evaluate Bully Intervention Program
- 2) Convert as many as possible website documents (PDF's and Word) to electronic documents (so that they can be completed online)
- 3) Implement full Single Parent Support Group Program

Projecting over the next three to five years, Youth Services will focus upon:

- Meeting the escalating and evolving needs of youth and families (as our at-risk population grows)
- Expansion of summer Internship Program

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Human Services**

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	528,872	26,606	555,478
Expenses	114,870		114,870
Operating Capital			
Total Operating Request	643,742	26,606	670,348

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2											
Department				Human Services							
Object				Description				Amount			
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	7	1	7.8	7	1	7.8	7	1	7.8		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages								499,490		
b.	Career										
c.	Holiday										
d.	Incentive										
e.	Stipends								3,000		
f.	Uniform										
g.											
Sub Total 1								502,490			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Outreach Worker 10 hrs per week								12,299		
b.	Building Monitor 18 hrs per week								10,362		
c.	Recording Secretary 4 hrs per month for 10 months								721		
d.											
e.											
f.											
Sub Total 2								23,382			
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Other Salary and Wage Expenses – (Itemized Below)											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Human Services
Object	Description	Amount
a. Care of Graves/Coordinator of Ceremonies		2,500
b. Seasonal Assistance		500
c.		
d.		
e.		
f.		
Sub Total 4		3,000
5. Total Salary and Wages (1+2+3+4)		528,872
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Maintenance for MySeniorCenter & Ikon	1,000
Rental & Leases (527X)		
Other Property Related Services (529x)	Care of Graves	900
Professional & Technical Services (530x – 531x)	COA-Expenditures for employee training, seminars or Conferences-YS Programmatic and Clinical Consultation Services,	1,700
Communications (534x)	COA-Postage, VS-Postage and YS-postage and Smartphone phone monthly costs	3,200
Recreational & Cultural Services (535x)	COA-Expenditures for recreational activities to include entertainers, supervision or instruction or recreational activities and VS—Memorial Day Parade	3,050
Other Purchased Services (538x)		
Office Supplies (542x)	All-Office Supplies	1,900
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	COA-Gas and Oil for the Van	3,000
Food and Service Supplies (549x)	Food Supplies related to Programs and Activities	500
Medical Supplies (550x)	Supplies related to medical purposes such as first aid kits	100
Public Works Supplies (553x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Human Services			
Object	Description	Amount			
Other Supplies & Equipment (558x)	VS-Flags and Holders and YS-Program Expenses, off-site printing, books, manuals and literature regarding youth and families	4,840			
Governmental Charges (569x)	VS- West Suburban Veterans' District	54,000			
Travel & Mileage (571x - 572x)	All-Reimbursement for town related business	995			
Dues & Subscriptions (573X)	All -Professional Associations and Subscriptions	185			
Other Expenses (574 X - 579x)	VS-Veterans' Benefits	39,500			
6. Total Expenses		114,870			
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital					
8. Total Base Request (Line 5 + Line 6 + Line 7)		643,742			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	x	NO	
Does the Department depend on any Federal or State grants to provide services?		YES	x	NO	

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Human Services--COA				
Title	Van Drivers	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	1	26,606		26,606	
Expense					
Operating Capital					
Other Costs					
Total Request		26,606		26,606	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				X	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?				X	
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>This request is to fund 1950 hours in FY2014 for two (2) part-time (with an average of under 20 hours per week) van drivers. The van drivers work a combined 37.5 hours per week with an FY2013 hourly rate of \$13.5915. This request is based on an hourly rate of \$13.5915 X 37.5 hours/wk X 52 weeks=\$26,605.36 (rounded to the nearest dollar =\$26,606). Approximately three years ago the MBTA stopped providing the town with grant of approximately \$13,000/yr which was used by the COA to offset the cost for the van drivers. The remaining portion was through gifts and donations mainly from the Friends of the Needham Elderly (FONE). The COA is extremely thankful for the FONE and everyone else who has been so gracious with their donations, however in this economic climate donations are extremely difficult to come by and Needham residents have been asked to donate to many worthy programs, events and/or causes.</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Human Services--COA		
Title	Van Drivers	Priority	1
<p>The Van Programs is a valuable service. The Council on Aging wheelchair accessible van operates 5 days a week. As a division of the Town's Human Service Department, our mission is to respond to the needs of older residents and their families by providing programs, services and resources that enhance their quality of life and provide possibilities for growth. Transportation is considered a critical component in helping us to fulfill our goal. We work within a community context to try and meet the current and future transportation needs of our citizens. Our unique partnership of public and private resources, volunteers and staff, exemplifies the belief that together we can get the job done and has made our system work.</p> <p>The transportation service provided by the Needham Council on Aging addresses several areas referred to in the Coordinated Human Resource Public Transportation Plan. Specified in the Plan is the expectation of improving services for elderly individuals and people with disabilities as well as the idea that a community should strive to maximize service and minimize duplication. Since our van became operational we have provided on average 7,000 rides per year which is done in concert with other service providers in our area. Throughout the development and implementation of our Transportation Program we have been mindful of other Transportation Resources within our community. To this end we work with community partners such as, but not limited to, the Needham Community Council as well as a local taxi transportation service available. Additionally, we work with our local Aging Service Access Point (ASAP) Springwell who offers a Medical Escort Program which matches frail seniors with volunteers to drive and or accompany a person 60 or over who is unable to get to medical appointments. We also assist residents in applying for authorization to use "The RIDE" which is operated by the MBTA and provides medical and non-medical transportation to many destinations, including adult day health centers. With the authorization by Town Meeting to build a new Senior Center, and the advent of an increased number of residents over 60 yrs old, it will be necessary to increase the transportation options both to the Center and to services throughout the town. As we continue to work with community partners that provide transportation to medical appointments and other destinations, we are being made aware of an increased need for this service as well.</p> <p>Since our van hit the road in the spring of 2004 the Council on Aging has been providing trips to and from the Senior Center so that residents can participate in programs and services offered to include on site access to social service support. Transportation helps to foster socialization, offers an opportunity for involvement in a daily meal program and supports participation in educational, recreational and social activities that aid in encouraging good health physically, emotionally and cognitively. Funding for driver salaries, maintenance and much of our fuels costs has been dependent upon donations.</p> <p>In January of 2003 the Council on Aging distributed a transportation survey to the older residents of Needham. The responses indicated a need for more grocery shopping assistance. In August of that year we expanded our grocery shopping service to include assistance for home-bound elders and an additional goal for the program was to expand the program to include volunteers who could assist seniors with side by side assistance inside of the store. The van is utilized three days a week, morning and afternoon, to fulfill this need. Four of our six scheduled weekly shopping opportunities have volunteer shopping assistance available which takes the form of grocery carrying or "side by side" assistance. In each case the resident is participating in the process and therefore maintaining some level of control and independence. Two additional weekly grocery shopping choices are also offered. In FY2012, 7,778 van rides were provided and 2,649 were utilized for our grocery program. We need to ensure</p>			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Human Services--COA		
Title	Van Drivers	Priority	1
<p>that our capacity to address this need continues.</p> <p>As stated, the Council on Aging works collaboratively within our area to ensure that our residents have options that help to increase their ability to travel to desired destinations in convenient and reliable ways that are also accessible and affordable. The Needham Council on Aging Transportation Program is a partner in meeting these goals to include the wish to reduce single-occupant transportation, where possible, to help relieve congestion and to promote a healthier environment. As part of the transportation system that currently exists in this area, we have been providing free transportation to and from the Senior Center as well as multiple grocery shopping trips weekly that help to promote health and wellness of our residents by assisting them in maintaining independence. Transportation continues to be a critical service in promoting the health and wellness of our citizens and our community. We believe that our performance underscores our ability to make transportation services to the elderly and disabled population more accessible and offers an alternative to those who might not meet the criteria for certain more restrictive options the require medical or cognitive justification for not driving their own vehicle.</p>			



Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1							
Budget Title	Commission on Disabilities						
Type	Committee	X	Limited		Townwide		
Operational Considerations							
<p>In addition to the \$550 budgeted amount, funding is received from the handicapped parking fines and is used to fund grants to Needham organizations/schools to promote disability awareness and assist in helping those that are disabled.</p> <p>Examples of grants provided in FY 2013 include:</p> <ul style="list-style-type: none"> <li>- purchased a braille and a ream of braille paper for the Needham Community Council</li> <li>- purchased an accessible piece of playground equipment for the Newman School Playground</li> <li>- speaker fees for Inclusion Awareness for the High Rock/Pollard community</li> <li>- purchased a film called "Including Samuel" for the Inclusion Awareness for the High Rock Pollard community</li> <li>- FLAME performance for Eliot, Mitchell, Newman and Broadmeadow Schools for Disability Awareness Week</li> </ul> <p>Budget funds were used to purchase:</p> <ul style="list-style-type: none"> <li>- Handicapped parking signs to be provided to local businesses in need of proper handicapped parking signage</li> <li>- Digital Camera and memory card for handicapped parking patrol</li> <li>- Pen for handicapped parking survey student volunteer</li> </ul> <p>No significant changes are expected to affect revenue.</p>							
Expense Detail							
Does this request include funding for salary or wage expense?					Yes	No	X
If yes, does the current year budget include this expense?					Yes	No	
If the salary and wage expense funds a permanent position, indicate the FTE.							
Description					Amount		
a.	Public Works Supplies- Handicapped Parking signs				250		
b.	Other Supplies and Equipment- Voice Recognition recorder, Subscriptions, camera				275		
c.	Travel and Mileage				25		
d.							
e.							
f.							
Total					550		

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Commission on Disabilities							
Spending Request Recap									
Description	Base Request	Additional Request DSR4		Total					
Townwide	0	0		0					
Personnel	0	0		0					
Expense	550	0		550					
Operating Capital	0	0							
Total	0								
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)						Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?						Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1																			
Budget Title			Historical Commission																
Type			Committee		<input checked="" type="checkbox"/>		Limited				Townwide								
Operational Considerations																			
The Needham Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham.																			
Expense Detail																			
Does this request include funding for salary or wage expense?										Yes		<input type="checkbox"/>		No		<input checked="" type="checkbox"/>			
If yes, does the current year budget include this expense?										Yes		<input type="checkbox"/>		No		<input type="checkbox"/>			
If the salary and wage expense funds a permanent position, indicate the FTE.																			
Description												Amount							
a.		Communications – postage and printing										350							
b.		Office Supplies										250							
c.		Other Supplies & Equipment - Markers										450							
d.																			
e.																			
f.																			
Total												1,050							
Spending Request Recap																			
Description			Base Request			Additional Request DSR4			Total										
Townwide																			
Personnel																			
Expense			1,050						1,050										
Operating Capital																			
Total			1,050						1,050										
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)												Yes		<input type="checkbox"/>		No		<input checked="" type="checkbox"/>	
Does the Department depend on any Federal or State grants to provide services?												Yes		<input type="checkbox"/>		No		<input checked="" type="checkbox"/>	

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Library**

**Operational Considerations**

Established in 1888 (125<sup>th</sup> birthday March 5, 2013), the Needham Free Public Library provides the community with access to resources to support its users' evolving educational, intellectual, recreational, and cultural needs. The library provides an open environment for interaction among people of all ages, interests, and abilities.

During FY12 the library circulated a total of 554,482 items to its borrowers, provided answers to 31,000 reference inquiries, obtained 62,627 items from other libraries to fill Needham requests, added 13,416 books and 4,019 audiovisual items to the materials collections, registered 1,831 new borrowers, held 304 children's programs, and had 607 uses of its Community Room.

During FY12 the library's collections had a net gain of 7,785 (4.7%) over FY11. The gain was due to a generous increase in the library's materials budget, plus gifts and donations from local groups (especially the Friends of the Library and the Library Foundation) and individuals. The appropriation and gifts allowed the library to reach its long-standing goal of closing the gap between the number of items Needham requests from other libraries to fill Needham patrons' requests and the number of items Needham sends to other libraries to fill their requests. In FY07 the gap was 19.2%. By FY11 the gap had been narrowed to 2.2%. In FY12 not only was the gap eliminated but Needham also became a 2% net lender. Between FY08 and FY11, the gap was being steadily reduced, as the library added materials purchased through four \$25,000 cash capital appropriations. The following chart illustrates the library's progress from net borrower to net lender, as well as showing the growing demands on library collections and the increase in inter-library cooperation.

Fiscal Year	Items Borrowed from other libraries	% of Total	Items loaned to other libraries	% of Total	Gap
FY07	45,870	59.6%	31,138	40.4%	19.2%
FY08	47,125	55.9%	37,210	44.1%	11.8%
FY09	56,798	53.4%	49,489	46.6%	5.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
FY11	61,418	51.1%	58,782	48.9%	2.2%
FY12	62,627	49.0%	65,151	51.0%	No gap—2% net lender

There is a DSR4 request for a 19-hour-a-week library page to pack and unpack the 18-25 bins of materials that the library sends out and receives each Monday to Friday. There is also a DSR4 request for 18 additional part-time hours at the Circulation Desk to cover the hours that the two full-time library assistants are now using to oversee the workings of the Network Transfer/Inter-Library Loan operations. This task was previously done by the eliminated full-time (now part-time) administrative specialist.

While the overall materials collection grew by 4.7%, the audiovisual collections increased by 12.5%, reflecting the continuing demand for DVDs,

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Library

CDs, and Books-on-CD. Use of downloadable services increased by a phenomenal 429% over FY11. Use of the library's self-checkout computers grew from 81,292 in FY11 to 114,175 in FY12 (40.5%). The self-checkout figure is 20.6% of the library's total checkouts. Self-checkout has enabled the library staff to keep up with other circulation duties and to take on some new duties that make the Circulation operation more efficient.

Hiring a part-time children's librarian to do children's programming continues to increase both the quality and quantity of the children's programs.

Fiscal Year	Children's Programs	Total Attendance	Average Attendance
FY10	209	9,573	45.8
FY11	271	13,456	49.7
FY12	304	14,273	47

The growing numbers affirm the need for the continuing presentation of quality programming. The library's number one DSR4 request is for funding for the part-time children's programming librarian. If funded, the three DSR4 requests for additional part-time hours will **not** result in anyone being added to the Town's benefited employee list.

The library's other DSR4 request is for funding for the museum pass reservation software (\$725). The museum passes are used more than 150 times each month. This software allows patrons to check the availability of the passes and make their own reservations from their home computer. The software saves the Circulation Desk workers many hours of time that is spent helping the library's customers in other ways.

In addition to the Town-Meeting-appropriated budget, the library receives support from the Friends of the Library and the Library Foundation of Needham. Both of these organizations have generously provided the library with programs (adult and children's), funds for the purchase of books and audiovisual materials, and equipment. The library uses its trust fund interest and State Aid payments for many expenses (see enclosed supplementary material). Unfortunately trust fund interest has been shrinking during the past several years.

The DSR2 base budget request is \$1,419,551. This is sufficient funding to assure certification by the Massachusetts State Board of Library Commissioners. To retain certification and be eligible for a State Aid Grant (\$29,788 in FY13), the library must:

1. Be open 59 hours per week
2. Receive a town-appropriated budget that is 2.5% higher than the average of the 3 previous years. For FY13 that figure is \$1,394,587.
3. Spend 13% of its total budget on library materials.

The MBLC has a waiver process; failure to obtain a waiver means decertification and loss of the State Aid payment (\$29,788). The library already

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Library**

depends on its State Aid Account to cover three salary shortages and pay for parking lot rental; children's, young adult, and adult programming; library banner maintenance; museum pass reservation software.

Budget request increases include:

Rental & Leases

Iron Mountain and NEDCC

\$45 increase to cover price increases

Professional & Technical Services

Minuteman Library Network

\$4,250 increase listed in Minuteman preliminary FY14 budget

Computer Software licenses

\$700 increase. In FY12 software expenses cost \$1,581. The FY13 budget of \$1,300 will not be adequate, as prices keep rising.

There is insufficient funding in this budget item to cover license renewal and/or purchase any new software.

Communications

Postage

\$21 increase to cover postal price increases of January 1, 2013

Other purchased services

Bindery

\$232 increase to cover increasing need to send books to the bindery. The binding on many books published today is not very sturdy

Office Supplies

\$155 increase. In FY12 this line item was overspent by almost \$400. The current budget of \$6,545 is inadequate

Other Supplies and Equipment

Supplies for processing books, periodicals and AV items

\$404 increase. In FY12 this line item was overspent by \$73. The current budget of \$6,096 is not adequate to purchase the supplies needed to process the increasing number of books and AV items that are being purchased

Travel & Mileage

Conference in-state

\$8 increase to cover rising registration fees

Mileage

\$150 increase. Most of this budget is used up by the custodians' morning run to the post office and the Town Hall. This does not leave any funds to cover the library staff in their out-of-town journeys to meetings, workshops, etc.

Dues and Subscriptions

\$5 increase to cover the actual cost of membership in the American Library Association

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Library**

**Performance Factors**

Performance measures for FY14 will include:

1. Network transfer/inter-library loan balance maintenance
2. Continued sponsorship of culturally diverse programs
3. Continued collection building of world language materials
4. Increased encouragement of self-checkout use
5. Continued sponsorship of programs that explain use of electronic reading and listening devices
6. Continued improvement of library publicity

These performance measures support the library's Strategic Plan.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,103,803	43,983	1,147,786
Expenses	315,748	725	316,473
Operating Capital			
<b>Total Operating Request</b>	<b>1,419,551</b>	<b>44,708</b>	<b>1,464,259</b>

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2									
Department				Library					
Object				Description			Amount		
DSR2A									
Personnel	FY2012			FY2013			FY2014		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	13	37	23.6	13	37	23.6	13	37	23.6
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	X	No
1. Salary and Wage Permanent Positions.									
a.	Salary and Wages						792,851		
b.	Career								
c.	Holiday								
d.	Incentive								
e.	Stipends								
f.	Uniform								
g.									
Sub Total 1							792,851		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Part-time Monday - Saturday						279,404		
b.	Sunday Part-time hours (time and a half)						31,548		
c.									
d.									
e.									
f.									
Sub Total 2							310,952		
3. Salary and Wage Overtime (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Library
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		1,103,803
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Equipment repairs and copy machine maintenance: 1,489	2,096
	Computer hardware maintenance: 607	
Rental & Leases (527X)	Postage meter rental: 550	940
	Iron Mountain and NEDCC 390	
	Computer software licenses: 2,000	
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Minuteman Library Network: 58,803	60,803
	Computer software licenses 2,000	
Communications (534x)	Postage: 2,106	2,616
	Printing: 510	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery: 4,800	4,800
Office Supplies (542x)	Paper (copier and other), pens, pencils, printer cartridges, calendars, file folders, etc.: 6,700	6,700
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Library			
Object	Description	Amount		
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Supplies for processing books, periodicals, and AV items: 6,500	236,893		
	Library Materials Budget:			
	Newspapers, Periodicals 22,100			
	Books 131,043			
	Audiovisual 43,000			
	Databases 18,000			
	Total Materials 214,143			
	Computer Supplies and Equipment: 16,250			
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Conference In-State: 150	600		
	Mileage: 450			
Dues & Subscriptions (573X)	American Library Association Membership: 300	300		
Other Expenses (574 X - 579x)				
6. Total Expenses		315,748		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,419,551		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?	YES	X	NO	

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Children's Programming Librarian	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	.51	\$20,207		\$20,207	
Expense					
Operating Capital					
Other Costs					
Total Request	.51	\$20,207		\$20,207	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>This request is for funding for the Children's Programming Librarian—a part-time, non-benefited position.</p> <p>19 hours a week x 52 weeks = 988 hours x 20.452 per hour=\$20,207</p> <p>Quality programming is an essential service for a successful Children's Room operation. Programming is currently being done by a part-time children's librarian. Her storytime, craft, and other programs are well-attended and highly praised. Her hours are funded by the library's State Aid account. Continued use of this fund for salary items could totally deplete the fund in a few years. See enclosed "State Aid Account" statement.</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Circulation Desk Hours	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	.48	\$14,776		\$14,776	
Expense					
Operating Capital					
Other Costs					
Total Request	.48	\$14,776		\$14,776	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>Part-time, non-benefited position:  18 hours a week x 52 weeks = 936 hours x 15.7855 per hour = \$14,776.</p> <p>Previously, the library's full-time Administrative Specialist oversaw the workings of the Network Transfer/Inter-Library Loan Department. With the change to a part-time Administrative Specialist, the library's two full-time Library Assistants have assumed this duty. In order to do the supervising and checking out the items to be sent to other libraries, these two people have had to decrease the number of hours they spend at the Circulation Desk. Part-time hours, funded by the State Aid Account, have been used to cover their desk time. Continued use of the account for salary items could totally deplete the fund in a few years. See enclosed "State Aid Account" statement.</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Network Transfer Pack/Unpack Page		Priority	3	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	.51	\$9,000		\$9,000	
Expense					
Operating Capital					
Other Costs					
Total Request	.51	\$9,000		\$9,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>Part-Time, non-benefited position:  19 hours a week x 52 weeks = 988 hours x 9.1089 per hour = \$9,000.</p> <p>This is a request to hire a 19-hour-a-week page to pack and unpack the 18-25 bins of materials that are delivered to the library each Monday through Friday. The bins contain Needham materials that have been returned at other libraries in the State, Needham materials that are being sent to other libraries to fill requests, other libraries' materials that have been returned to Needham, and materials that have been sent to Needham from other libraries to fill requests for Needham citizens. The Network Transfer/Inter-Library Loan business continues to increase each fiscal year. In FY11, 58,783 items were loaned to other libraries, and 61,418 items were borrowed from other</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pack/Unpack Page	Priority	3
libraries to fill Needham requests (total 120,201). In FY12 these numbers increased to 65,151 items loaned to other libraries and 62,627 items borrowed from other libraries (total 127,778—6.3% increase). These numbers comprise approximately one-half of the items in the delivery system. After the delivered bins are unpacked, the empty bins are filled with approximately the same number of outgoing materials. These hours are currently being funded by the library's State Account. Continued use of this account for salary items could totally deplete the fund in a few years. See enclosed "State Aid Account" statement.			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Museum Pass Reservation Software		Priority	4	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		\$725		\$725	
Operating Capital					
Other Costs					
Total Request		\$725		\$725	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>The library offers the use of twenty-two museum passes to Needham residents. To reserve a pass, a resident can (1) come to the library or telephone the library and talk to a staff member who uses the Museum Pass Reservation Software program to check pass availability and make reservations or (2) click on the library's page on the Town's website, review the list of passes and the dates available and make his/her own reservation. Having this software program installed has saved the Circulation Desk staff countless hours of dealing with museum pass information and reservations. Two-thirds of the more than 150 monthly reservations are now being made online by patrons. Currently, the \$725 yearly fee for the Museum Pass Reservation software is being paid by the library's State Aid account.</p>					

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Park and Recreation

#### Operational Considerations

The Park and Recreation Department's major responsibilities include providing balanced, year-round programming and leisure services for residents of all ages; managing Rosemary Pool, the Town's outdoor swimming pool; administering all Town athletic fields, including scheduling and permitting functions; managing all Town playgrounds; providing young adult/youth employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations.

The Park and Recreation Commission is a five person elected board. The Commission has jurisdiction over about 300 acres of land, including the Town Forest. They set policies for use of all athletic fields. With the Director, the Commission provides long-range planning for recreation facilities and services.

#### Changes:

Three of the four full-time staff members belong to the Independent Town Worker's Association, and the salary increases reflect the provisions of the current agreement. Two of the staff members are still eligible for step rate increases. The Director and the seasonal staff members at the summer programs and the Pool are non-represented, and recent decisions are reflected in salary and wages. As noted later in this document, the overtime costs to the department have increased, as DPW Parks and Forestry has assumed partial responsibility for playground maintenance with overtime crews. The expense line has been reduced by \$1,875 in an effort to transfer some additional funds into overtime, but a separate DSR-4 has been submitted, too.

Under expenses, energy has been reduced. New hot water heaters were installed at the Pool in June 2012 that are more energy efficient. Interior lighting was replaced several years ago. There will be a slight reduction in the funding needed for plumbing services, as Public Facilities-Operations moves some tasks to the Town's plumber, but others will remain with a contracted plumber. The cost of park restroom cleaning was increased to cover the cost of the current contract. A new contract will be bid through Public Facilities in the next year.

**Communication:** Providing information to the public and staff is a daily task. The department regularly utilizes the Town's website, providing the seasonal brochures on-line, highlighting special events, and sending information out through several "Notify Me" mailing lists that now also include a text message option. The most popular information request relates to daily Field Status. A "Notify Me" message is sent to more than 1,500 subscribers (an increase over last year), the daily information is updated on the Field Status section of the website, and the status is updated on the Recorded Information line. For more than twenty years, Park and Recreation has produced three seasonal brochures: Summer, Fall, and Winter/Spring. The brochures have been mailed to all Needham households, and additional copies have been provided to several public buildings and to real estate agents. As the department transitioned into an on-line registration system and a full brochure can now be displayed on the website, the amount of requests for copies of the brochure has been reduced. At the same time, the Post Office made it more difficult to process bulk mailing, so Park and Recreation shifted to a "green" model in December 2011, and now print far less copies of the brochure and eliminate bulk mailing. As the Revolving Fund has covered the majority of the costs in recent years, there hasn't been a major savings to the operating budget. Park and Recreation is looking to establish use of social media to assist with the loss of marketing from mailing to each household, and does limited first class mailing for those who still need a paper copy sent home. In some communities, without enough outreach,



# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Park and Recreation

registration numbers and revenue have decreased with this change. The registration numbers for summer programs remained in a similar range as in past years for most programs, but increased marketing efforts are still needed.

The on-line registration system continues to be a success. The majority of registrations are handled on-line, and the majority of programs exceed minimum requirements, with many at full capacity. The ability to send e-mail notifications directly to individual programs has been an additional benefit to communication tasks. The on-line program makes regular updates, and a new feature will be the ability for residents to use credits when they register on-line, rather than need to handle the use in the office.

**Overtime:** In 2011, discussions were held related to playground safety and maintenance. It was agreed that DPW Parks & Forestry would officially handle the regular maintenance of playground surfacing, which is a year-round task. The understanding was that it would be handled as an overtime task and that Park and Recreation would fund the overtime. The overtime costs for the first year of this new plan far exceeded what was available in the Park and Recreation budget. As noted earlier, an effort has been made to find a total of \$1,875 in reductions from the expense line and move that savings into the overtime request, but that will still not be sufficient. A DSR-4 request has been submitted, totaling \$10,000, to cover these costs. The Park and Recreation staff was re-organized in September 2010. With many registration duties handled by the on-line registration program, the Department Assistant 2 position was converted to be a Recreation Supervisor position, to assist with program administration. This has allowed the Assistant Director to provide time to all of the trails projects, including the establishment of the Trail Steward program. The Recreation Supervisor is eligible for overtime, and some of the programs are held in the evenings and on weekends. Though an effort is made to balance the hours of the regular workday with the non-workday activities, there is still an increase in overtime paid. The Recreation Supervisor has assisted the Cultural Council with tasks related to New Years Needham, an increase to overtime hours that was covered by the Park and Recreation budget, but that work has been moved to a different position outside of Park and Recreation, so no major increase in overtime is needed for this position. The Recreation Supervisor serves as the recording secretary to the Community Preservation Committee, and those overtime hours are paid for through the CPC administrative funds.

**Park Facilities, Environment and Health:** Park and Recreation is proud of the improvements created at many of the parks in the last decade, mostly in partnership with DPW Parks & Forestry and other DPW divisions, as well as with community groups and individuals. Some of these improvements lead toward increased expenses or staff time to maintain. Requests for use of fields continue to increase as existing programs try to provide more activities within their programs and expand their registration numbers. The issues commonly raised by residents include: **A.** Increased public demand for quality outdoor areas, including creation or improvement of (1) athletic fields, (2) trails, (3) playgrounds, (4) bike paths, (5) swim facilities, (6) ice hockey facility, (7) basketball courts, (8) fishing facilities, (9) skate board facility, (10) splash park. **B.** Increased public demand to control Canada Geese. **C.** Increased public demand to solve issues related to trash. **D.** Increased public demand for clean water in ponds. **E.** Equivalent amount of public demand to create a public dog park vs. eliminate unleashed dogs and their feces from public parks. **F.** Increased public demand for replacement or addition of fences.

Park and Recreation is formally working with rail trail and community center groups, and has established a Trail Steward volunteer program, and has been in conversations with residents interested in a dog park and individuals with interest in a skate park.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Park and Recreation**

The Trail Steward program has been created by the Assistant Director in collaboration with a working group representing Conservation, Park and Recreation and DPW. There are 15 stewards who visit designated trail sections at least once a month, providing written reports, and the majority of the stewards visit their locations more often. In addition to the monthly information, the regular visits have also helped reduce the amount of trash along the trails. The second annual Trail Day was held in 2012 on the trails at Rosemary, a successful morning as the inaugural one held at Ridge Hill in 2011 had been. The "Notify Me" notification list has grown to almost 150 members, and will continue to be increased to reach as many volunteers as possible for projects, or potential participants in special programs. Having the Assistant Director serve as the Town's Trails Coordinator has enabled departments to work more cooperatively and provide better services for the trails. It is an exciting addition to the services provided by Park and Recreation, and has so much more ability to grow into a beneficial asset for the trails system.

Major park projects moving forward include the full renovation of Walker-Gordon Field, with the inclusion of property purchased adjacent to the park. This will include a passive area with benches near the pond. After years of discussion and a year of formal study, a plan to renovate Greene's Field is ready and funds are being sought through the Community Preservation Fund to create a new playground area; renovate the baseball diamond, multi-purpose field and basketball court; revitalize the passive area at the park; and replace fences along the back property line. Trail projects are also being proposed for Community Preservation funds, and more formal work is being done on the possibility of a rail trail. Increased education is underway with athletic field user groups on how changes in how they use fields for practices can improve the quality of the field conditions. These changes are a necessary component of the current maintenance program.

There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. The department has been an active participant in *Eat Well, Be Fit, Needham* over the years (and earlier committees with similar missions) and continues to strive to provide information and opportunities that help families and individuals – including staff – create a balance, add fitness, reduce injuries/health risks, and make healthy food choices in their lives. For programs that offer snacks, the Recreation Supervisor has chosen foods that are least likely to be an issue for children with allergies, and have reduced levels of sugar and fat. The vending company that provides machines at Rosemary Pool also is required to provide low-sugar, low-fat options. The department works to educate residents on issues related to the actions they take that have an effect on their own health or others. Issues include the transfer of bacteria at the pool, proper hand washing, prevention of concussions, and the safe use of athletic fields, including use of the warmer synthetic turf fields.

The current Open Space and Recreation Plan is expiring and will need to be updated. This plan provides the Town with a tool for prioritizing projects, but also is a requirement for funding opportunities. The Community Preservation Act legislation was updated in July 2012, now allowing for outdoor recreation areas to be funded for capital improvements. The Open Space and Recreation Plan is a useful document for the evaluation of funding requests.

**Rosemary Pool:** Due to the MA Permit Extension Act, the 2006 permit to drain Rosemary Lake for pre-season maintenance on the pool was re-established in 2011, and the request for the 2010 permit which had been appealed to the DEP by the Town was dropped. Two specialists were hired in 2011 to study the drainage questions related to the appeal, and supported the anecdotal information gathered by the Town in prior years.

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Park and Recreation

The pool opened on time this season, under the provisions of the 2006 permit, and had no major shut-downs. The 2006 permit has received an additional extension under a ruling by the Governor. Park and Recreation is undertaking a long-term study of the pool with PPBC in early 2013.

**Indoor Programming Space:** Each year, it becomes more difficult to find locations for programs. For decades, Park and Recreation was the primary user of school buildings in the summer, but many school programs are now 12 months long, including Special Education programs, Community Education, and programs held in conjunction with the Athletics Department. In 2011, the Conservation Commission decided that green spaces would not be mowed at Ridge Hill Reservation, which continues to limit activity options for the Outdoor Living Adventure program held on that site. North Hill has been a recent partner providing activity space, but with construction underway, those options are now not available. St. Sebastian's and the Housing Authority have provided some limited programming space. Park and Recreation, with the PPBC, completed a feasibility study of the Cricket Field building, with recommendations for a renovation of the building or replacement of the building on a different section of the parcel. Based on the information from the study, Park and Recreation would not recommend converting the building to year-round use, so the renovation would help existing programs, allow for some additional programming, and provide public restrooms to the park, but would not solve the lack of space problem at other times of the year.

**Playgrounds:** Park and Recreation oversees 18 public playgrounds at the following areas: Broadmeadow (2); Eliot (2); Hillside (2); Mitchell (1); Newman (3); Claxton; Cricket; DeFazio; Mills; Perry; Riverside; Rosemary Pool and Walker-Gordon. A playground will return to Greene's Field, bringing the total to 19. With the replacement of the wood structure at Newman in Fall 2012, and the new playground to hopefully be installed at Greene's Field in Spring 2013, all 19 sites will have been rebuilt or renovated since 1995. With few exceptions, the new playground equipment was donated through private fundraising efforts. The Board of Selectmen, School Committee, Finance Committee, Permanent Public Building Committee and the Park and Recreation Commission are at the beginning stages of discussing how to shift to a public funding process. A new policy will need to be developed on how requests for additions or renovations are handled as the Park and Recreation budget currently can only handle surfacing replenishment and repairs.

**Fees:** The Park and Recreation Commission and Department annually review program fees, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The General Fund fees are for Rosemary Pool, including swim lessons, the major summer programs, and the Field *Administration* Fee. General Fund revenue in FY'12 was \$285,054, an increase of almost \$5,500 over FY'11.

Summer Programs continue to collect revenue exceeding the cost of running the programs. In Fiscal Year 2012, more than \$140,000 was collected in revenue, yet direct costs including payroll and expenses were less than \$80,000. In FY'12, more than \$50,000 was collected in Field Administration Fees, to contribute towards the cost of the work related to scheduling and serving as administrators to the athletic fields and parks. Rosemary Pool's revenues increase by almost \$10,000 in FY'12, covering about 53% of the direct costs. In FY'11, revenue covered approximately 45% of direct costs. Overall pool attendance increased by almost 1,500 visitors in FY'12, continuing the increase seen in recent years.

Park and Recreation continues to provide fee assistance to Needham families in need. During the Summer of 2012, the value of \$16,000 was

# Fiscal Year 2014 Proposed Budget

## Department Information DSR1

### Department

### Park and Recreation

provided in free passes to Rosemary Pool, down from \$18,000 in Summer 2011 up from \$14,000 in Summer 2010. In Summer 2012, \$8,000 was provided in free programs, consistent with Summer 2010 and slightly lower than in Summer 2011, but almost double what it was prior to the change in the economy. This is a loss of revenue of just under \$25,000, but a service important to the Commission to offer to its residents.

Park and Recreation provides services that do not generate revenue. Use of the trails and playgrounds are free, yet the cost to maintain playgrounds continues to grow, and with our new Trails Steward program and emphasis on improving the trails, there are additional costs. At some parks, public restrooms are available, and the cost of cleaning those is about \$10,000 a year.

**Revolving Fund:** The programs held in the Fall, Winter, and Spring, as well as some small summer programs and special events are all funded through the fee-generated Revolving Fund (53-D). The Revolving Fund also includes revenue and expenses related to Field *Maintenance* Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee. Revenue averages \$220,000 per year. Most programs in the Revolving Fund also contribute a small portion of their fees to the General Fund in an effort to reflect the office staff members' time spent on those programs. On average, \$10,000 is deposited into the General Fund from Revolving Fund programs.

### Performance Factors

**Prior Performance Goals:** Some of the tasks related to playground maintenance have shifted from a private contractor to DPW Parks and Forestry as overtime tasks. The surfacing at the majority of sites is being maintained at required levels, but the timing of when the work is done each season needs to be improved. As an example, the goal is to have all the playgrounds resurfaced prior to the opening of the school year, and prior to the busy spring season. This goal was not met in Calendar Year 2012. Four years ago, Public Facilities-Operations cooperated with a training session with custodians on playground safety, with a request for regular raking of the surfacing and reporting of any issues. This program needs to be re-instituted, as it was not enforced after training. The majority of playground structures were inspected by a private contractor and a list of projects has been developed. A long-term goal of the department has been the removal of wooden playground structures. With the 2010 removal of Greene's Field and the 2012 removal of Newman's playground for Grades 1-5, this goal has been accomplished.

The long-time goal of creating a formal program for trails began in FY 2013 with the creation of the Trails Steward Program. Noted in customer surveys for their importance to the community, efforts are underway to increase residents' knowledge of the trails and how much they can be utilized for activities other than walking. Geocache and Letter Boxing are regular events in the Town Forest, and permission is granted for Friday night Geocaching, after dark. Instructional programs have been held, and permission has been given for special events. The Assistant Director has offered pre-school walking programs on trails, and added a family event for owl watching.

### FY 2014 Performance Goals:

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Park and Recreation**

**Trails:** (a) install trail marker signs on 8 designated trails and increase number of informational kiosks; (b) add one annual volunteer trail project on each of the 8 designated trails; (c) increase number of members on "Notify Me" e-mail list as a volunteer resource list, currently at 150

**Communication:** (a) create social media information site(s) and provide information at least one time per week; (b) post photos of events and programs on website

**Playgrounds:** (a) upgrade surfacing at each school site by March 30 and August 30; (b) upgrade surfacing at non-school sites by April 30 and September 30; (c) increase the amount of information related to playgrounds on the website, including the addition of photos

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	468,456	10,000	478,456
Expenses	106,000	0	106,000
Operating Capital	0	0	0
Total Operating Request	574,456	10,000	584,456

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department			Park and Recreation							
Object			Description				Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	4	0	4	4	0	4	4	0	4	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						260,015			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends						3,000			
f.	Uniform									
g.										
Sub Total 1							263,015			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Rosemary Pool: Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 2 (15) - 10 week season, training, pre-season maintenance						108,232			
b.	Summer Programs: Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20) - 8 week season, training, pre-season set-up						87,334			
c.										
d.										
e.										
f.										
Sub Total 2							195,566			
3. Salary and Wage Overtime (Itemized Below)										
a.	Recreation Supervisor overtime						2,500			
b.	Administrative Specialist overtime						500			
c.	DPW overtime for Park and Recreation projects						6,875			
d.										
e.										
f.										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
Sub Total 3		9,875
4. Other Salary and Wage Expenses - (Itemized Below)		
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		0
5. Total Salary and Wages (1+2+3+4)		468,456
DSR2B		
Object	Description	Amount
Energy (521x)	NSTAR Electric: (4,200) Transcanada: (4,800) NSTAR Gas: (600)	9,600
Repairs & Maintenance Services (524x - 525x)	Plumber: (4,000) Pump Specialist: (2,000) Playground Maintenance: (7,000) Pool Cleaning: (800) Repairs: (500)	14,300
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning	10,000
Professional & Technical Services (530x - 531x)	Water Testing: (450) Training: CPR/First Aid, Staff, Lifeguard (1,000)	1,450
Communications (534x)	Phones: land & cell (3,000) Printing: forms, informational programs (1,200) Postage: (1,000) Legal Notices: (150)	5,350
Recreational & Cultural Services (535x)	Special Events	1,800
Other Purchased Services (538x)	Bus Rentals: (2,500) Misc.: equipment repairs, pest control, assistance with state permits, pond treatment (1,000)	3,500



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
Office Supplies (542x)	Office Supplies	1,200
Building & Equipment Supplies (543x)	Pool Paint: (6,000) Chlorine: (14,000) DE: (14,000) Pool Supplies: (1,200) Misc Repair Supplies: (300)	35,500
Custodial Supplies (545x)	Pool Custodial Supplies	800
Grounds Keeping Supplies (546x)	Playground Surfacing and Replacement Parts	11,000
Vehicular Supplies (548x)	Gas, Oil for Equipment	200
Food and Service Supplies (549x)	Program Snacks, Project Supplies	2,300
Medical Supplies (550x)	First Aid Supplies	200
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts: * (1,600) Lifeguard Uniforms: *+ (400) Red Cross Certificates: (700) Safety Equipment: * (400) Arts & Crafts Materials: (1,200) Program Equipment: (1,000) Training Materials: (100) * = state requirement for pool + = staff reimbursement	5,400
Governmental Charges (569x)		0
Travel & Mileage (571x - 572x)	Mileage Reimbursement: (1,700) Conferences: (1,000)	2,700
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700
Other Expenses (574 X - 579x)		
6. Total Expenses		106,000
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		574,456



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Park and Recreation			
Object	Description	Amount		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	x

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Overtime for Projects Completed by DPW Staff		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$10,000		\$10,000	
Expense					
Operating Capital					
Other Costs					
Total Request		\$10,000		\$10,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?				X	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?				X	
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>Two years ago, the decision was made to shift some of the tasks related to playground maintenance to DPW Parks and Forestry staff, with the understanding that it would need to be done on overtime. Though the Park and Recreation operating expenses were reduced in order to increase the department's overtime budget, it was well under the amount that was needed. The operating expenses have again been reduced by approximately \$1,800 to increase the overtime budget, but it will not be sufficient to cover the actual cost. As some of the FY'12 costs related to bike rack installations, the overtime in FY'13 and FY'14 is not anticipated to be as high, but as pay rates have increased, this request seeks to add \$10,000 to the \$6,875 in the FY'14 budget.</p>					

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1					
Budget Title	Trustees of Memorial Park				
Type	Committee	X	Limited		Townwide
<b>Operational Considerations</b>					
<p>The primary operating costs for the Memorial Park building and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation.</p> <p>The primary expenses related to the building include electricity and heat, and they are funded under the Parks and Forestry budget. As of 10/1/08, Park and Recreation assumed the responsibility for the cleaning of the restrooms. ISS Facilities Services was awarded a 5 year contract for cleaning park restrooms, including all of those located at the Memorial Park building. User groups are responsible for cleaning the concession room, second floor meeting spaces, and storage rooms. Efforts are made to reduce the use of the building during the winter to save energy costs, but the building remains heated. The Public Facilities Department handles small repair projects in the building.</p> <p>The Trustees of Memorial Park have a concession room revolving fund with a cap of \$4,100. They have not charged a fee for use of the concession room in several years as the groups using the room have been making donations towards projects in the building and at the park. During the past few months, user groups and residents have been donating improvements to the concession room and building, including new carpeting on the 2<sup>nd</sup> floor. The Revolving Fund will be used to make the final purchases for the upgraded concession room, including a stove, event-size coffee maker, and vents.</p> <p>The operating budget assists with small project costs and maintenance of the garden areas near the memorials. The large corner garden is primarily maintained by volunteers, and efforts were taken in recent years to bring in new volunteers to clean out the overgrown areas. The sign boards were recently repaired. The Trustees are in discussion with volunteers to replace flag poles at the park.</p> <p>The Fields of Dreams project created about \$2 million worth of improvements to the athletic fields at Memorial Park, and added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the park with netting and drainage improvements, and they handle all costs related to athletic field maintenance. The athletic fields are used by Needham High School for physical education and the athletics program. Numerous youth sports organizations use the athletic fields throughout the year.</p>					
<b>Expense Detail</b>					
Does this request include funding for salary or wage expense?				Yes	No
If yes, does the current year budget include this expense?				Yes	No
If the salary and wage expense funds a permanent position, indicate the FTE.					0

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Trustees of Memorial Park		
Description				Amount
a.	Groundskeeping supplies			400
b.	Maintenance			350
c.				
d.				
e.				
f.				
Total				750
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel				
Expense	750		750	
Operating Capital				
Total	750		750	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
			Yes	<input type="checkbox"/>
			No	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
			Yes	<input type="checkbox"/>
			No	<input checked="" type="checkbox"/>

## Fiscal Year 2014 Proposed Budget

### Department Information DSR1

#### Department

Department of Public Works - RTS

#### Operational Considerations

The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life.

The Recycling and Transfer Station (RTS) is one of the most utilized facilities within the Town in which approximately 75% of the Needham residents directly utilize the facility. The majority of the remaining 25% of Needham residents utilize the RTS through subscription hauler services. The RTS also provides disposal and recycling services for many Town Departments along with the Materials Processing Area and Snow Dump services for the Department of Public Works. In addition, the RTS maintains municipal agreements with various municipalities for Wood Waste Processing Services (Revolving Fund) and Trommel Screening Services. The RTS also provides a variety of other specialty recycling options for the Town such as books, clothing and many other reusable items for residents to utilize as needed.

#### Overall Budget

The RTS Enterprise Fund has submitted a budget for FY 2014 that is for level service. This budget includes a 2.0% (\$38,148) increase from the approved budget of FY 2013. There is an increase of 2.09% (\$13,625) for Payroll, an increase of 0.62% (\$7,523) for Expenses & Services, and an increase of 39.53% (\$17,000) in Operating Capital. The details of the changes that were made in this budget submission from the prior year's approved budget are listed below.

#### Line Item Changes

There were contractual increases and step increases in Wages & Salaries, but there have also been personnel changes that have resulted in decreases. The contractual changes include a 2.5% cost of living increase. The overall increase in the Wages & Salaries and the Other Salary Items line is 2.15% (\$10,825) over the prior years approved budget.

The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. This has resulted in an increase of \$490 (8.52%).

The Overtime line item is being increased by 1.59% (\$2,310) over the prior year's submission. This is due to the cost of living adjustment.

The Energy budget is based on a two year average consumption multiplied by an estimated cost for that energy type. Electricity is budgeted at \$0.21 per kilowatt. It was shown that there was an average is 129,339 kWh for two years consumption (FY 10 & 11 due to equipment being out of commission in FY 12). This submission has been decreased by 9.46% (-\$2,839).

Repairs & Maintenance as well as Rentals & Leases remained flat from the prior year's budget.

There is a decrease for Other Property Related Services is 2.97% (-\$23,938). This includes a decrease in Mowing (-\$3,500) as the number of mows per year is being reduced from two to one. Additionally, the cost for MSW disposal & hauling was calculated out using the current contract

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works - RTS**

pricing with a three year average of 8,550 tons, with a disposal cost of \$75.85 per ton (based on a current fee of \$74.01 per ton and a 10 year average CPI of 2.48%), and a hauling cost of \$329 per haul which is approximately 25 tons each. This has decreased the cost of disposal over last years approved budget (-\$14,471) and has increased the cost of hauling (\$874).

The Communications line item is being increased by 61.22% (\$3,000). This increase is a relocation of Disposal Stickers (\$3,000) from Building & Equipment Supplies.

There is an increase in Other Purchase of Service of 9.31% (\$8,334). This is an increase in the Rock Crushing/Materials Processing which was intended to be increased to two-thirds of its full operation this budget year.

The Office Supply line is flat from the prior year's submission.

There is a decrease of 30% (-\$3,000) in the Building & Equipment Supplies request for the Disposal Stickers which were moved to the Communications line.

There is an increase in Vehicular Supplies of 21.35% (\$19,100). This is a result in the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 500 gallons at a cost of \$3.90 per gallon (1,950). The estimated consumption for Diesel is 17,500 gallons at a rate of \$4.78 per gallon (83,650).

Medical Supplies, Public Works Supplies, Other Supplies & Equipment, Governmental Charges, and Travel & Mileage are all flat from the prior year's submission.

The Dues & Subscriptions request is being increased by 5.88% (\$25).

Operating Capital is increasing by 39.53% (\$17,000) for an open top trailer. This would not be replacing an existing trailer so there will no trade in. With this additional trailer there will be less down time and more preventative maintenance on the existing equipment.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Department of Public Works - RTS**

**Synopsis of Transfers**

Object Code	Change from Prior Years Appr. Budget	Amount Offset By Transfers	Object Code Transferred To/From	Net Changes
Energy	\$-2,839	\$0	N/A	-\$2,839
Repairs & Maintenance	\$0	\$0	N/A	\$0
Rentals & Leases	\$0	\$0	N/A	\$0
Other Property Related Services	-\$17,097	\$8334	Other Purchase of Services	-\$8,738
		\$25	Dues & Subscriptions	
Professional & Technical Services	\$0	\$0	N/A	\$0
Communications	\$3,000	-\$3,000	Building Supplies & Equipment	\$0
Other Purchase of Service	\$8,334	-\$8,334	Other Property Related Services	\$0
Office Supplies	\$0	\$0	N/A	\$0
Building Supplies & Equipment	-\$3,000	\$3,000	Communications	\$0
Custodial Supplies	\$0	\$0	N/A	\$0
Grounds Keeping Supplies	\$0	\$0	N/A	\$0
Vehicular Supplies	\$19,100	\$0	N/A	\$19,100
Medical Supplies	\$0	\$0	N/A	\$0
Public Works Supplies	\$0	\$0	N/A	\$0
Other Supplies & Equipment	\$0	\$0	N/A	\$0
Government Charges	\$0	\$0	N/A	\$0
Travel & Mileage	\$0	\$0	N/A	\$0
Dues & Subscriptions	\$25	-\$25	Other Property Related Services	\$0
Operating Capital	\$17,000	\$0	N/A	\$17,000

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works - RTS**

Performance Factors

	<b>Solid Waste - tons</b>	<b>Solid Waste %</b>	<b>Recycling Material - tons</b>	<b>Recycling Material %</b>	<b>Total – Recycling &amp; Solid Waste- tons</b>	<b>Yard Waste - Tons</b>
<b>FY2007</b>	7,853.83	59%	5,361.68	41%	13,216.10	
<b>FY2008</b>	8,070.15	60%	5,280.03	40%	13,350.78	
<b>FY2009</b>	8,268.30	62%	4,992.43	38%	13,261.35	
<b>FY2010</b>	8,719.88	67%	4,255.94	33%	12,976.49	
<b>FY2011</b>	8,678.38	64%	4,812.79	36%	13,491.81	
<b>FY2012</b>	8,253.00	68%	3,808.00	32%	12,061.00	9,644

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	666,915		666,915
Expenses	1,221,816	26,200	1,248,016
Operating Capital	60,000		60,000
Total Operating Request	1,948,731	26,200	1,974,931
Debt Service	150,000		150,000
Reserve Fund	25,000		25,000
Enterprise Total	2,123,731	26,200	2,149,931



Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2											
Department				Recycling & Transfer Station Enterprise Fund							
Object				Description				Amount			
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	9	0	9	9	0	9	9	0	9		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages								482,864		
b.	Career										
c.	Holiday								23,943		
d.	Incentive										
e.	Stipends										
f.	Uniform								3,200		
g.											
Sub Total 1								510,007			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	1 Summer Help								6,240		
b.											
c.											
d.											
e.											
f.											
Sub Total 2								6,240			
3. Salary and Wage Overtime (Itemized Below)											
a.	Scheduled Overtime								70,533		
b.	Additional Saturday Staff including Paint Collection and HHWD								40,013		
c.	Vacation Backfill - Saturdays Only								8,817		
d.	Monday Equipment Maintenance								21,079		
e.	Leaf Sundays								5,405		
f.	Landfill Monitoring								1,621		
Sub Total 3								147,468			
4. Other Salary and Wage Expenses - (Itemized Below)											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2			
Department		Recycling & Transfer Station Enterprise Fund	
Object		Description	Amount
a.	Sick Leave Incentive		3,200
b.			
c.			
d.			
e.			
f.			
Sub Total 4			3,200
5. Total Salary and Wages (1+2+3+4)			666,915
DSR2B			
Object		Description	Amount
Energy (521x)		Electricity	27,161
Repairs & Maintenance Services (524x – 525x)		Equipment Services (28,700)	46,200
		Building Services (8,000)	
		Facility Services (9,500)	
Rental & Leases (527X)		Misc. Equipment Rentals	3,000
Other Property Related Services (529x)		Wood Waste Hauling (26,000)	790,573
		MSW Hauling (112,524)	
		MSW Disposal (648,549)	
		Landfill Mowing (3,500)	
Professional & Technical Services (530x – 531x)		Conferences & Trainings (1,500)	42,000
		Software Maint. and Support (1,000)	
		Soil & Compost Testing (2,000)	
		Transfer Station Inspections (2,500)	
		Landfill Grndwater Monitoring & Testing (35,000)	
Communications (534x)		Fax Line (350)	7,900
		Postage (150)	
		Wireless Communication (1,800)	
		Printing & Mailings (2,000)	
		Legal Notices (600)	
		Disposal Sticker (3,000)	
Recreational & Cultural Services (535x)			
Other Purchased Services (538x)		Tire Disposal (1,200)	97,867

Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail  
DSR2**

Department	Recycling & Transfer Station Enterprise Fund	
Object	Description	Amount
	Refrigerant Disposal (1,200) HH Hazardous Waste (8,800) Welding Services (4,000) Pest Control Services (1,200) Septic Tank Pumping (1,000) Paint Disposal (29,000) Universal Waste Disposal (6,000) Brush Grinding (18,400) Log Grinding (8,000) Rock Crushing/Material Processing (16,667) Medical Waste Disposal (2,400)	
Office Supplies (542x)	Standard Office Supplies (700) Computer Paper (800) Billing forms (500)	2,000
Building & Equipment Supplies (543x)	Misc. Supplies (5,500) Gates & Signs (1,500)	7,000
Custodial Supplies (545x)	Cleaners (500) Brooms, Mops etc. (300) Paper Products, soap etc. (700)	1,500
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Fuel (85,600) Additives & Fluids (4,950) Parts for Equip. & Tires (18,000)	108,550
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies	500
Public Works Supplies (553x)	Pay-Per-Throw Supplies (60,000) Paint (500) Carpentry Supplies (1,000) Calcium chloride, speedy dry etc. (1,000) Tarps & bungee cords (5,750) Landfill flare parts (7,500) Waste Containers (5,000)	80,750
Other Supplies & Equipment (558x)	Employee Boot Allowance (1,200)	3,365

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Recycling & Transfer Station Enterprise Fund			
Object	Description	Amount			
	Employee PPE Gear (2,165)				
Governmental Charges (569x)	Fuel License (160)	500			
	Hoisting and CDL Licensing (340)				
Travel & Mileage (571x - 572x)	Conf. Out of State	2,500			
Dues & Subscriptions (573X)	APWA, SWANA	450			
Other Expenses (574 X - 579x)					
6. Total Expenses		1,221,816			
DSR2C					
Capital Equipment Replacement (587X)	Open Top Trailer	60,000			
7. Total Operating Budget Capital		60,000			
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,948,731			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES		NO	X
Does the Department depend on any Federal or State grants to provide services?		YES		NO	X

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – RTS Enterprise Fund				
Title	Waste Container Replacement Program		Priority	I	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		13,000	6,000	19,000	
Operating Capital					
Other Costs					
Total Request		13,000	6,000	19,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?				X	
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?				X	
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
<p>The Recycling and Transfer Station presently has 30 roll-off containers. The expected life for a container is 10-15 years, and none of the containers that are presently at the RTS are new. Many of the containers are in very poor condition. This program would jump start the replacement of these containers by replacing three containers in the first year, and then two containers in subsequent years on an annual basis, to keep up the condition of these containers. This program would provide a 15 year life cycle for the containers.</p> <p>There are presently two types of containers: open and dome. This program would be to replace one of each type of container in each year of the program.</p>					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		Department of Public Works – RTS Enterprise Fund							
Title		Recycling & Transfer Station Educational Material Mailer				Priority		II	
DSR4									
Expenditure Classification		FTE	Frequency				Total \$		
			Recurring Amount		One Time Only Amount				
Salary and Wage									
Expense				7,200				7,200	
Operating Capital									
Other Costs									
Total Request				7,200				7,200	
Budgetary Considerations								Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?									X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								X	
4. Does the request support activities which produce revenue for the Town?									X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?									X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?									X
7. Is specialized training or licensing required (beyond the initial purchase)?									X
8. If applicable, will the item(s) being replaced be retained by the Town?									X
9. Does this request address a documented health or safety issue?									X
All <b>"YES"</b> responses must be explained in the narrative									
Description and Explanation									
The Recycling and Transfer Station would like to produce an annual mailer to all residents to provide educational information about recycling and disposal. Previously the MassDEP had a program to provide these materials, but this program has since ended. The RTS would like to produce its own mailer on an annual basis. The costs include design, printing, and mailing.									

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Department of Public Works – Sewer Enterprise**

**Operational Considerations**

The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life.

Services provided by a municipality can be placed into one or more of several categories based on the impact to the community. These categories tend to fall into a natural hierarchical level of importance for the community as follows:

- I. Legal Mandate
- II. Health and Safety
- III. Liability or Risk Management
- IV. Desired Community Services
- V. Enhanced Quality of Life

The sewer system was established during the mid-1920s nearly 40 years following the creation of the water system. The continued population growth of the region over this period ultimately led to the creation of the Metropolitan Sewage Works to serve the City of Boston and the surrounding territories. This created an opportunity to expand a system into Needham (Category IV). Because of the need to address serious health conditions created by failing private sewage systems (Category III) and the desire to modernize homes with the addition of Mr. Crapper's new invention the indoor flush toilet (Category V) the sewer system expanded steadily throughout town.

The Water & Sewer Division of the Public Works Department is responsible for two systems the Sanitary Sewer System (Sewer System) and the Storm Sewer System (Drain System). As a legislative condition Needham's entry into the Metropolitan system a system of main drains for the collection, conveyance and discharge of sewage was required to be separate from any existing or new system for Stormwater. Therefore, in Needham for over 75 years Public works has been maintaining both systems.

The division oversees collection, pumping and transportation of sewage throughout town to the connection points of the Massachusetts Water Resources Authority (MWRA) interceptor sewers situated along the Charles River. The sewage is then carried to the wastewater treatment plant in Boston, treated and discharges into the ocean

The division also oversees the collection and transportation of Stormwater originating from rain and snow storms for discharge into streams, brooks, rivers, ponds, lakes, flood plains and wetlands throughout town. Stormwater and their discharges is now considered by the federal government as potentially contaminated and have come under increasingly severe discharge performance standards. The intention is to reduce or eliminate contaminants contained in the flow washed from ground surfaces and considered to be harmful to the environment.

**Overall Budget**

The Sewer Enterprise Fund has submitted a budget for FY 2014 that is for level service. This budget includes a 1.27% (-\$17,788) decrease from

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Department of Public Works – Sewer Enterprise**

the approved budget of FY 2013. This is an increase of 3.12% (\$28,203) for Payroll, a decrease of 18.10% (-\$85,991) for Expenses & Services, and an increase of 160% (\$40,000) in Operating Capital. The details of the changes that were made in this budget submission from the prior year's approved budget are listed below.

**Line Item Changes**

Salaries

Contractual increases and step increases have increased Wages & Salaries. These changes include a 2.5% cost of living increase. The overall increase in the Wages & Salaries and the Other Salary Items line is 2.85% (\$21,475) over the prior years approved budget. The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. This has resulted in an increase of \$980 (8.52%). The Overtime line item is being increased by 4.14% (\$5,748) over the prior year's submission.

The Energy budget is based on a three year average consumption multiplied by an estimated cost for that energy type. This submission has been decreased by 12.86% (-\$324). For Electricity the figure that was used for a dollar per kilowatt was \$0.21. It was shown that there was an average three year consumption of 416,090 kWh. This submission has been decreased by 19% (-\$20,493). The Natural Gas cost per therm is assumed to be \$1.17. The three year average consumption for Natural Gas is 1,877 therms.

There is a decrease in the Repairs & Maintenance line item. Overall the decrease is 47.24% (-\$60,000). This decrease is due to the decrease of Pipe (-\$50,000) and the Completed West St. PLC Upgrade (-\$10,000). The pipe is being decreased and some of that funding is being reallocated to Operating Capital and the remaining decrease is due to a change of materials from concrete to PVC.

The Rentals & Leases is decreasing by 20% (-\$3,000) in Pump Rentals.

The decreased request for Professional & Technical Services is 12.5% (-\$1,650). The decrease is in MWRA testing (-\$1,250) and Seminars (-\$400).

The Communications line item is being decreased by 6.22% (-\$575). This decrease is in Printing (-\$70), Telecommunications (-\$20), Postage (-\$185) and Cell Phones (-\$300).

The decrease for Other Purchase of Service is 2.33% (-\$1,500) in Construction Services.

The Office Supplies request is level with last year.

There is a decrease of 56.15% (-\$3,650) in the Building & Equipment Supplies request. This is a decrease of Pump Station Supplies (-\$3,500) and Window Repairs and Vandalism Supplies (-\$150).



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works – Sewer Enterprise**

The Custodial Supplies request is decreasing from last year by 50% (-\$1,000) based on historical spending.

The Grounds Keeping Supplies request is decreasing from last year by 57.14% (-\$200). This is a decrease in Grass & Seed and is being reallocated to Travel & Mileage.

There is an increase in Vehicular Supplies of 13.92% (\$7,776). This is a result in the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 1,500 gallons at a cost of \$3.90 per gallon (\$5,850). The estimated consumption for Diesel is 10,000 gallons at a rate of \$4.78 per gallon (\$47,800).

There is a decrease in Medical Supply by 40% (-\$100).

The Public Works Supplies request has decreased by 1.67% (-\$1,000). This request was decreased in Precast Manholes and Barrel Blocks (-\$5,000). There were also increases in CCTV Truck Supplies (\$4,000), which has previously been under budgeted. The balance is being used to offset Other Supplies & Equipment.

The Other Supplies & Equipment submission has been increased by 14.29% (\$1,150). There was a reduction in Health & Safety Equipment (-\$200) and Safety Clothing (-\$300). There is the addition of the Work Boots (\$1,650). This increase is being completely offset by reductions in Public Works Supplies & Government Charges.

The Government Charges request is being decreased by 60% (-\$300) for Certificates & Licenses. Part of this reduction is being used to offset Other Supplies & Equipment.

The Travel and Mileage request has been added (\$200) for travel to and from seminars. This is being completely offset by a reduction in Grounds Keeping Supplies.

The Dues & Subscriptions request is being decreased by 88.33% (-\$1,325) based on actual costs.

Operating Capital submission is being increased by 160% (40,000) to include 75ft of pipe replacement South St/Canterbury Lane Easement. This is being completely offset by a decrease in Repairs & Maintenance.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Department of Public Works – Sewer Enterprise**

**Synopsis of Transfers**

Object Code	Change from Prior Years Approved Budget	Amount Offset by Transfer	Object Code Transferred To/From	Net Changes
Energy	-\$20,817	\$0	N/A	-\$20,817
Repairs & Maintenance	-\$60,000	\$40,000	Operating Capital	-\$20,000
Rentals & Leases	-3,000	\$0	N/A	-\$3,000
Other Property Related Services	\$0	\$0	N/A	\$0
Professional & Technical Services	-\$1,650	\$0	N/A	-\$1,650
Communications	-\$575	\$0	N/A	-\$575
Other Purchase of Services	-\$1,500	\$0	N/A	-\$1,500
Office Supplies	\$0	\$0	N/A	\$0
Building Supplies & Equipment	-\$3,650	\$0	N/A	-\$3,650
Custodial Supplies	-\$1,000	\$0	N/A	-\$1,000
Grounds Keeping Supplies	-\$200	\$200	Travel & Mileage	\$0
Vehicular Supplies	\$7,776	\$0	N/A	\$7,776
Medical Supplies	-\$100	\$0	N/A	-\$100
Public Works Supplies	-\$1,000	\$1,000	Other Supplies & Equipment	\$0
Other Supplies & Equipment	\$1,150	-\$1,000	Public Works Supplies	\$0
		-\$150	Governmental Charges	
Governmental Charges	-\$300	\$150	Other Supplies & Equipment	-\$150
Travel & Mileage	\$200	-\$200	Grounds Keeping Supplies	\$0
Dues & Subscriptions	-\$1,325	\$0	N/A	-\$1,325
Operating Capital	\$40,000	-\$40,000	Repairs & Maintenance	\$0

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Department of Public Works – Sewer Enterprise**

Performance Factors

<b>Sewer Infrastructure: Provide free-flowing sewer mains</b>			
<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
<i>Flush, Rod and camera 10% of the 133 miles of sewer mains annually</i>	Complete 13.3 miles of pipe per year (70,334 lf)	10.3 miles (54,551 lf) 77%	Repairs on vehicle and work in drains has contributed to lack of production in this category
<i>Flush and camera 100% of the business district mains annually</i>	Complete 100% of 4,165 linear feet of pipe	100%	
<i>Flush and camera 100% of problem locations semi-annually</i>	Complete 12,530 linear feet of pipe semi-annually	100%	
<b>Sewer Pumping Station: Maintain nine pumping stations</b>			
<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
<i>Maintain sewerage flow through pumping stations</i>	Inspect each pumping station twice daily; clean wet wells semi-annually; test generators under load monthly  Replace pumps on a rotating basis - replace 2 pumps per year, pumps are on 12 year replacement cycle	100%  100%	Develop a schedule for pump replacement. Need to develop an updated preventive maintenance schedule.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Department of Public Works – Sewer Enterprise**

**Drains:**

**Provide adequate drainage to prevent flooding**

**Comply with National Pollution Discharge Elimination Systems (NPDES)**

<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
<i><b>Clean catch basins once per year; respond to catch basin and drain blockages and flooding conditions</b></i>	Reduce catch basin blockages and flooding conditions; respond within two hours of notification, identify and correct problems within two hours of response	100%; 6 complaints logged in FY12	There are several areas in town that have flooding issues because of under sized drains; Drain Master Plan study is being developed
<i><b>Replace&amp; Repair broken catch basins</b></i>	Replace as needed within two weeks after report. Replace or repair 20 catch basins	100%; 15 replaced and 20 repaired in FY 12	Investigate possibility of a capital request for contract services to repair and replace catch basins and drain lines.
<i><b>Replace drain pipes</b></i>	Reduce number of undersized drain pipes and deteriorated pipes. Install 800 ft of pipe	100% - 2,326 linear feet of pipe installed in FY 12	
<i><b>Flush and camera 25% of drain lines annually</b></i>	Complete 24 miles per year	86%; 20.3miles completed	Repairs on vehicles and work in sewer has contributed to lack of production in this category
<i><b>Maintain Brooks and Culverts</b></i>	Clean all brooks and culverts; minor repairs of retaining walls as needed	100%	Note; Many of the brooks retaining walls in Town require major reconstruction. This work is listed in the 5 year CIP

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

Department		Department of Public Works – Sewer Enterprise	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	931,141	3,120	934,261
Expenses	389,065		389,065
Operating Capital	65,000		65,000
Total Operating Request	1,385,206	3,120	1,388,326
MWRA	5,440,127		5,440,127
Debt Service	1,500,000		1,500,000
Reserve Fund	35,000		35,000
Enterprise Total	8,360,333	3,120	8,363,453

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2											
Department				Public Works – Sewer Enterprise Fund							
Object				Description						Amount	
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	12		12	12		12	12		12		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X	
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages								648,356		
b.	Career										
c.	Holiday										
d.	Incentive										
e.	Stipends (Snow & Ice)								12,000		
f.	Uniform								4,400		
g.	Portion of Water Enterprise salaries that supports the Drains Operations (81,772) Portion of Sewer Salaries assigned to Drains (-199,029) Recalculated Sewer Salaries assigned to Drains in Operating Budget (199,029) Transfer from Water to Sewer (22,996)								104,768		
Sub Total 1								769,524			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Seasonal Help								15,600		
b.											
c.											
d.											
e.											
f.											
Sub Total 2								15,600			
3. Salary and Wage Overtime (Itemized Below)											
a.	On-Call Program								20,963		
b.	Monitoring of Pump Stations Weekends & Holidays								42,982		
c.	Unscheduled Overtime Investigations and Blockages								3,373		
d.	Night Sewer Cleaning/CCTV								24,093		
e.	Drains, investigations on blockages, flooding and NPDES requirements								53,326		
f.											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	Sub Total 3	144,737
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Sick Leave Incentive		4,400
b.		
c.		
d.		
e.		
f.		
	Sub Total 4	4,400
5. Total Salary and Wages (1+2+3+4)		934,261
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer Electricity (87,379) Natural Gas (2,196)	89,575
Repairs & Maintenance Services (524x – 525x)	Sewer Electrical On-Call Services (20,000) Mechanical On-Call Services (10,000) Motor Repairs (5,000) Wet Well Cleaning (10,000) Drains Contracting Special Services (15,000) Trench Restoration (7,000)	67,000
Rental & Leases (527X)	Drains Pump Rentals (12,000)	12,000
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Sewer Seminars (1,200) Training (1,350) MWRA/Mandated Sulfide Testing (9,000)	11,550
Communications (534x)	Sewer	8,665

Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail  
DSR2**

Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	Telephones, Cell Phones & Radios (7,200) Telemetry Emergency Dialers (550) Printing (200) Legal Notices (215) Postage (500)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Sewer Construction Services (2,000) Drains Street Sweeping (21,000) Debris Disposal, Catch Basin and Sweeping (40,000)	63,000
Office Supplies (542x)	Sewer Paper Products (400) Office Supplies (300)	700
Building & Equipment Supplies (543x)	Sewer Pump Station Supplies (2,500) Paint Supplies (250) Window Repairs and Vandalism (100)	2,850
Custodial Supplies (545x)	Sewer Rags for Spills, Cleaning Supplies, Disinfecting Supplies	1,000
Grounds Keeping Supplies (546x)	Sewer Grass Seed and Fertilizer (150)	150
Vehicular Supplies (548x)	Sewer Diesel (33,460) Unleaded Gasoline (5,850) Vector Truck Parts (5,000) Drains Diesel (14,340) Vector Truck Parts (5,000)	63,650
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer Medical Supplies (150)	150
Public Works Supplies (553x)	Sewer	59,000



Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail  
DSR2**

Department	Public Works – Sewer Enterprise Fund
Object	Description Amount
	<div> <div>Large Tools (1,500)</div> <div>Hand Tools (3,000)</div> <div>Pump Replacement Parts (8,000)</div> <div>Testing Equipment (1,000)</div> <div>Hardware Supplies (3,000)</div> <div>Mainline Sewer Pipe (2,000)</div> <div>Pipe for Services - PVC (1,000)</div> <div>Special Flushing and Roding Tools (2,500)</div> <div>CCTV Truck Supplies (2,500)</div> <div>Manhole Frames and covers (3,000)</div> <div>Crushed Stone (2,000)</div> <div>Asphalt (7,000)</div> <div>Drains</div> <div>Special Flushing and Roding Tools (2,500)</div> <div>CCTV Truck Supplies (2,500)</div> <div>Manhole Frames and covers (3,000)</div> <div>Precast Manholes (10,000)</div> <div>Crushed Stone (2,000)</div> <div>Sand &amp; Bagged Cement (500)</div> <div>Concrete Blocks (2,000)</div> </div>
Other Supplies & Equipment (558x)	<div>Sewer</div> <div>Safety Clothing (2,500)</div> <div>Clothing (3,000)</div> <div>Work Boots (1,650)</div> <div>Health/ Safety Equipment (1,300)</div> <div>Drains</div> <div>Misc. Items (750)</div> <div>9,200</div>
Governmental Charges (569x)	<div>Sewer</div> <div>Certifications and Licenses (200)</div> <div>200</div>
Travel & Mileage (571x – 572x)	<div>Sewer</div> <div>Conferences (200)</div> <div>200</div>
Dues & Subscriptions (573X)	<div>Sewer</div> <div>APWA/ NEWEA/ WEF (100)</div> <div>175</div>

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Public Works – Sewer Enterprise Fund			
Object	Description	Amount			
	Drains APWA/NEWEA/ WEF (75)				
Other Expenses (574 X – 579x)					
6. Total Expenses		389,065			
DSR2C					
Capital Equipment Replacement (587X)	Pump Replacement Program (25,000) Special Project; Replace 75ft of damaged 12" RC drain pipe in South St/ Canterbury Lane easement (40,000)i	65,000			
7. Total Operating Budget Capital		65,000			
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,388,326			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES			NO	X
Does the Department depend on any Federal or State grants to provide services?	YES			NO	X

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works - Sewer				
Title	Temporary Seasonal Help Increase			Priority	I
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		3,120			3,120
Expense					
Operating Capital					
Other Costs					
Total Request		3,120			3,120
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
This request is to expand the current temporary seasonal help program from 12 weeks to 15 weeks. During the FY 2013 year, the division attempted to cut back the number weeks for this program. In FY 2013 the division only ran this program for 12 weeks. The result of this decrease was that the normal summer productivity was down. The temporary staff backfills for vacations, cut grass, building maintenance, and painting.					

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Public Works – Water Enterprise Fund**

**Operational Considerations**

**Duties:**

The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life.

Services provided by a municipality can be placed into one or more of several categories based on the impact to the community. These categories tend to fall into a natural hierarchical level of importance for the community as follows:

- I. Legal Mandate
- II. Health and Safety
- III. Liability or Risk Management
- IV. Desired Community Services
- V. Enhanced Quality of Life

The establishment of the water system in the late 1880s is an example of a desired community service (Category IV). Over the years as the system has expanded and the population has grown the water supplies have become subject to increasing risk of contamination (Category III) and therefore a concern for public health (Category II). This has resulted in the Town being required to meet Federally mandated water treatment standards (Category I).

The division oversees the development and production of the water supply in the Charles River Well Field and supplemented by the Massachusetts Water Resources Authority (MWRA) system. The quality and the safety of the potable water are attained at the Charles River Water Treatment Facility (CRWTF). The delivery and distribution of the treated water is accomplished through a network of water mains, storage tanks, service connections and hydrants located throughout town and beneath the streets in town. A team of trained and skilled water supply professionals work to assure the delivery of a reliable supply of clean and safe water to the community.

**Overall Budget**

The Water Enterprise Fund has submitted a budget for FY 2014 that is for level service. This budget includes a 2.06% (\$42,739) increase from the approved budget of FY 2013. This is an increase of 1.28% (\$13,185) for Payroll, an increase of 1.76% (\$18,054) for Expenses & Services, and an increase of 57.5% (\$11,500) in Operating Capital. The details of the changes that were made in this budget submission from the prior year's approved budget are listed below.

**Line Item Changes**

Contractual increases and step increases have increased Wages & Salaries. These changes include a 2.5% cost of living increase. The overall increase in the Wages & Salaries and the Other Salary Items line is 4.11% (\$31,718) over the prior years approved budget.

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Public Works – Water Enterprise Fund**

The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. This has resulted in an increase of \$980 (8.52%).

The Overtime line item is being decreased by 7.99% (-\$19,513) over the prior year's submission. While this includes a 2.5% cost of living adjustment, it was clear from past history, that the Uni-Directional Hydrant Flushing program had been previously over budgeted. As a result the program was reduced to reflect actual operations. Some of the work for this program will be accomplished during regular work hours.

The Energy budget is based on a three year average consumption multiplied by an estimated cost for that energy type. Overall the Energy line is decreasing by 4.44% (-\$16,599).

Electricity is based on an average of FY 2010 and FY 2011 consumption data multiplied by an estimated cost for that energy type, These two years were used because there was a significant drop in consumption in FY 2012 due to one of the wells being down. For Electricity the figure that was used for a dollar per kilowatt was \$0.18. It was shown that there was an average two year consumption of 1,814,657 kWh. This submission has been decreased by 5.17% (-\$17,812).

The Natural Gas cost per therm is assumed to be \$1.17. The three year average consumption for Natural Gas is 14,428 therms. This submission has been decreased by 12.75% (-\$2,467).

The Heating Oil cost per gallon is assumed to be \$4.26. The three year average consumption for Natural Gas at St. Mary's Pump Station is 3,202. This submission has been increased by 36.94% (\$3,680). This is due to an increase in Heating Oil cost.

There is an increase in the Repairs & Maintenance line item. Overall the increase is 45.03% (\$6,620). This increase is due to the increase of Fire & Security Alarm Maintenance costs (\$1,620) and On-Call Electrical Services (\$5,000).

The increase requested for Professional & Technical Services is 15.65% (\$11,600). The increase is due to an increase in Engineering Services (\$15,000), EPA Testing (\$1,600), and Tank Inspection at Birds Hill and Dunster (\$8,000). This is offset by decreases to SCADA Maintenance (-\$4,000), Well/Pump Performance Testing (-\$300), Leak Detection (-\$3,000), Filter Media Testing (-\$200), Well Development (-\$5,000), and Seminars (-\$500). The addition of Engineering Services for unanticipated repairs to CRWTP, emergency engineering for the water delivery and treatment system and other unanticipated failures that may be require engineering services. The Tank Inspections were added in this submission as they are only required every five years, these are up for inspections in FY 2014.

The Communications line item is being decreased by 5.26% (-\$1,065). This decrease is in Printing (-\$300) and Postage (-\$765).

The decrease for Other Purchase of Service is 26.67% (-\$4,000). This decrease is in Plumbing (-\$1,500) and Trench Restorations (-\$2,500).

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Public Works – Water Enterprise Fund**

There is a decrease of 16.67% (-\$200) in the Office Supplies request.

There is a decrease of 66.25% (-\$5,300) in the Building & Equipment Supplies request. This is a decrease of Chemical Feed (-\$3,500), Pipe (-\$1,300), and Process Analyzers (-\$500).

The Custodial Supplies request is increasing from last year by 60% (\$300). This is from an increase in Dedham Pump (\$200) and St. Mary's Pump (\$100).

The Grounds Keeping Supplies request is decreasing from last year by 57.14% (-\$400). This is a decrease in Grass & Seed.

There is an increase in Vehicular Supplies of 20.30% (\$11,168). This is a result in the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 9,000 gallons at a cost of \$3.90 per gallon (\$35,100). The estimated consumption for Diesel is 6,500 gallons at a rate of \$4.78 per gallon (\$31,070).

There is a decrease in Medical Supply by 40% (-\$200).

The Public Works Supplies request has decreased by 3.27% (\$14,370). This request was decreased in Sodium Hydroxide (-\$14,660), Potassium Permanganate (-\$590), Hand Tools (-\$3,000), Copper Tubing (-\$1,000), Water Services (-\$1,500), Gate Valves (-\$4,500), Hydrant Parts (-1,000) and Repair Sleeves (-\$5,200). There were also increases in Sodium Hypochlorite (\$40), Phosphate (\$540), and Brass Fittings (\$16,500).

The Other Supplies & Equipment submission is level funded. There have been changes in allocations. There was a reduction in CRWTF Supplies (-\$100), Clothing Supplies (-\$700) and Safety Clothing (-\$1,700). There is the addition of the Work Boots (\$1,800) and Educational Supplies (\$200), and an increase in Health & Safety (\$500).

The Government Charges request is being increase by 220.59% (\$30,000). This is for MWRA Residuals, which have previously been absorbed by the operating budget.

The Travel and Mileage request has been added (\$300) for travel to and from seminars

The Dues & Subscriptions request is being increased by 8% (\$200) to include an additional APWA membership.

Operating Capital is increasing by 57.50% (11,500) for the small diameter water main work at Pershing St. and Hamilton Place.

Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Public Works – Water Enterprise Fund**

**Synopsis of Transfers**

Object Code	Change from Prior Years Appr. Budget	Amount Offset By Transfers	Object Code Transferred To/From	Net Changes
Energy	-\$16,599	\$0	N/A	-\$16,599
Repairs & Maintenance	\$6,620	-\$1,620	Other Purchase of Service	\$0
		-\$200	Office Supplies	
		-\$4,800	Building Supplies & Equipment	
Rentals & Leases	\$0	\$0	N/A	\$0
Other Property Related Services	\$0	\$0	N/A	\$0
Professional & Technical Services	\$11,600	-\$2,380	Other Purchase of Services	\$8,000
		-\$1,065	Communications	
		-\$155	Building Supplies & Equipment	
Communications	-\$1,065	\$1,065	Professional & Technical Services	\$0
Other Purchase of Services	-\$4,000	\$2,380	Professional & Technical Services	\$0
		\$1,620	Repairs & Maintenance	
Office Supplies	-\$200	\$200	Repairs & Maintenance	\$0
Building Supplies & Equipment	-\$5,300	\$4,800	Repairs & Maintenance	\$0
		\$155	Professional & Technical Services	
		\$300	Custodial Supplies	
		\$45	Governmental Charges	
Custodial Supplies	\$300	-\$300	Building Supplies & Equipment	\$0
Grounds Keeping Supplies	-\$400	\$300	Travel & Mileage	\$0
		\$100	Governmental Charges	
Vehicular Supplies	\$11,168	\$0	N/A	\$11,168
Medical Supplies	-\$200	\$200	Dues & Subscriptions	\$0
Public Works Supplies	-\$14,370	\$14,370	Governmental Charges	
Other Supplies & Equipment	\$0	\$0	N/A	\$0
Governmental Charges	\$30,000	-\$14,370	Public Works Supplies	\$15,485
		-\$100	Grounds Keeping Supplies	
		-\$45	Building Supplies & Equipment	
Travel & Mileage	\$300	-\$300	Grounds Keeping Supplies	\$0
Dues & Subscriptions	\$200	-\$200	Medical Supplies	\$0
Operating Capital	\$11,500	\$0	N/A	\$11,500

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Public Works – Water Enterprise Fund**

**Performance Factors**

**FY 12 Accomplishments**

- ☐ The Completion of Well # 1 Replacement project. The newly installed well is as productive as the original collapsed well. The well also includes a newly installed Variable Frequency Drive Unit (VFD) which was not part of the motor control for the original well. The VFD will allow better control of the amount of water drawn from the well which in turn will allow optimum efficiency of the well field.

<b>Water Supply: Provide clean, safe drinking water</b>			
<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
<b>Provide safe drinking water</b>	Perform all required Safe Water Drinking Act sampling on time and have testing fall within standards prescribed	100% - 569 sampling for coliform, fluoride, total suspended solids, metals, volatile organics, trihalomethanes, halocetic acids, nitrate, nitrite, perchlorate, and radionuclides	
	Water main flushing once per year - 130 miles	Flushed dead end streets only (modified flushing due to Well # 1 being out of service)	Well #1 was placed on line in August 2012. 2013 will resume the full scale Flushing Program
	Water tank inspections (outside) daily performed by staff, (inside) once every five years, contracted service	Performed in FY 2008	Due in Spring of 2013
<b>Provide high quality drinking water</b>	Reduce customer complaints to less than 10 per year	6 complaints FY11/ 100%	
		7 complaints FY12/ 100%	



Fiscal Year 2014 Proposed Budget

**Department Information  
DSR1**

**Department**

**Public Works – Water Enterprise Fund**

	FY10	%	FY11	%	FY12	%
Needham Well Production:	1,092,182MG	83.3%	952,301 MG	77.1%	808,720 MG	67.7%
MWRA Usage:	108,240 MG	16.7%	283,370 MG	22.9%	386,575 MG	32.3%
Total Water Produced: (MG= Million Gallons)	1,308,622 MG		1,235,671 MG		1,195,295 MG	

**Annual fire hydrant, water main and water service connection leak detection survey**

	FY 09	FY 10	FY 11	FY 12
Number of leaks found and repaired	No survey done	15	8	5

**Meter Replacement Program**

	FY 09	FY 10	FY 11	FY 12
Number replaced	920	1,067	1,018	989 Changed/installed, 83 meters converted from touch pad to radio read, total 1,072

**Water Distribution:**

**Repair main breaks**

**Maintain and upgrade water mains, service connections,  
fire hydrants and meters**

Objective	Efficiency	Effectiveness	Action Plan
<i>Replace old water service connections/ 2 yrs ahead of paving schedule</i>	242 water services replaced, 19 service leaks repaired in FY12	100%	
<i>Replace undersized water mains, mains in dead end streets, and small diameter mains</i>	Replace water main in 2 streets annually – scheduled for FY13 are Clark Circle, FY14- Pershing St and Hamilton St	50% - Replaced the main in Beech Street	Prioritize streets by age and severity of undersizing
<i>Replace and repair fire hydrants</i>	Identify hydrants to be replaced or repaired during annual dry test	FY12: 1 replaced, 26 repaired 100%	

Fiscal Year 2014 Proposed Budget

**Department Information**  
**DSR1**

**Department**

**Public Works – Water Enterprise Fund**

		program. Replace obsolete and inoperable hydrants, repair as needed		
	<b>Replace old water meters with radio read meters</b>	Replace at least 900 meters per year; reduce amount of time spent reading water meters	100%	See table below for meter replacements
	<b>Repair water main breaks</b>	Respond within 1 hour of water main break report; repair all water main breaks within 8 hours of report	100% - 5 water main breaks in FY 12	

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,041,273	3,120	1,044,393
Expenses	1,044,960		1,044,960
Operating Capital	31,500		31,500
Total Operating Request	2,117,733	3,120	2,120,853
MWRA	965,737		
Debt Service	1,550,000		
Reserve Fund	75,000		
Enterprise Total	4,708,470	3,120	4,711,590

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works – Water Enterprise Fund						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	16		16	16		16	16		16	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						899,120			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends (Snow & Ice)									
f.	Uniform						4,800			
g.	Portion of Water Enterprise salaries that supports the Drains Operations						-81,772			
	Portion of Water Enterprise salaries that supports the Sewer Operations						-22,996			
Sub Total 1							799,152			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	2 Seasonal Help @ \$13.000 each for 15 weeks						12,480			
b.										
c.										
d.										
e.										
f.										
Sub Total 2							12,480			
3. Salary and Wage Overtime (Itemized Below)										
a.	On-Call Program						40,469			
b.	CRWTF Monitoring						63,752			
c.	Uni-Directional Hydrant Flushing						59,535			
d.	Hydrant Dry-Testing Program						13,023			
e.	Main Breaks and Service Leaks						48,062			
f.										
Sub Total 3							224,841			

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Sick Leave Incentive		4,800
b.		
c.		
d.		
e.		
f.		
	Sub Total 4	4,800
5. Total Salary and Wages (1+2+3+4)		1,041,273
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (326,638) Natural Gas (16,881) Heating Oil (13,641)	357,160
Repairs & Maintenance Services (524x – 525x)	Fire/ Security Monitoring (3,820) Generator Inspection (2,500) Maintenance of Parco and Altitude valves (6,000) Electrical and Mechanical On-Call Services (9,000)	21,320
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	EPA Testing: VOC/TTHM/HAA5, , Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides / Radon, Nitrate /Nitrite, Sodium / Perchlorate (8,000) SCADA Maintenance and On-Call Services (6,000) Mandated Wetlands Delineation (500) MWRA Testing (1,300) CRWTF Sewer Residuals – MWRA (3,300) Well/Pump Performance Testing (1,500) Leak Detection (9,000) Filter Media Testing (1,000) Certified Testing Labs (incl. Lead and copper testing) Town in Compliance/ Required Tri-annual by DEP (750)	85,700

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Well Redevelopment (25,000) Training (4,850) Seminars (1,500) Tank Inspections at Dunster and Birds Hill (8,000) Engineering Services (15,000)	
Communications (534x)	Telephone, Verizon, Radios (8,300) Telemetry / Emergency Dialers (2,200) Printing - CCR & misc. (7,200) Legal Notices (300) Postage - CCR & misc. (1,200)	19,200
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Police Details (7,500) Plumbing Services (1,000) Trench Restorations (2,500)	11,000
Office Supplies (542x)	Paper Products (500) Office Supplies (500)	1,000
Building & Equipment Supplies (543x)	Chemical Feed Pump Kits (1,500) CPVC Pipe and Valves (200) Process Analyzers (500) Paint and Supplies (500)	2,700
Custodial Supplies (545x)	Dedham Ave Pump Station (300) Saint Mary's Pump Station (150) CRWTF (350)	800
Grounds Keeping Supplies (546x)	Grass Seed and Fertilizer	300
Vehicular Supplies (548x)	Diesel (31,070) Gasoline (35,100)	66,170
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies	300
Public Works Supplies (553x)	Laboratory Chemicals: Reagents (5,000) Laboratory Equipment: 3 Bench top analyzer probes (1,400) Epure Cartridges (1,400) Glassware (200)	425,610

Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail  
DSR2**

Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Process analyzer parts (800) Treatment Process Chemicals: Sodium Hypochlorite (12,950) Sodium Hydroxide (133,500) Potassium Permanganate (5,500) Hydrofluosilicic Acid (29,000) Phosphate (14,360) Hand Tools (3,000) Hardware Supplies (4,500) Water Meters - various sizes (122,500) Meter Parts - various sizes (5,000) Meter Couplings (5,200) Water Services: Brass Fittings - service connections (50,000) Copper Tubing (3,000) Service Valves/ Boxes (3,000) Repair Sleeves (300) Water Mains: Gate Valves (5,000) Hydrant Parts/ Boxes (3,000) Repair Sleeves (4,000) Gravel Fill (5,000) Asphalt (8,000)	
Other Supplies & Equipment (558x)	CRWTF Supplies (500) Safety Clothing/ Vest, gloves and hard hats (300) Work Boots (1,800) Work Clothing (3,300) Health and Safety Equip./ Prescrip. safety glasses (1,000) Educational Supplies (200)	7,100
Governmental Charges (569x)	Other - DEP, SDWA (12,000) Certificates/ Licenses (1,600) MWRA/ Water Treatment Plant Residuals (30,000)	43,600
Travel & Mileage (571x – 572x)	Seminars	300

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Public Works – Water Enterprise Fund			
Object	Description	Amount			
Dues & Subscriptions (573X)	APWA/ NEWWA/ AWWA	2,700			
Other Expenses (574 X – 579x)					
6. Total Expenses		1,044,960			
DSR2C					
Capital Equipment Replacement (587X)	Special Projects/ Small diameter water main replacement 1. Pershing St./ (400 lf) of 2" main replacement to D.E./increase to 6 inch and hydrant at end of street (18,000) 2. Hamilton Place/ (300 lf) of 2" main replacement/increase to 6 inch and hydrant at end of street (13,500)	31,500			
7. Total Operating Budget Capital		31,500			
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,117,733			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES		NO	X
Does the Department depend on any Federal or State grants to provide services?		YES		NO	X

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works - Water				
Title	Temporary Seasonal Help Increase			Priority	I
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		3,120			3,120
Expense					
Operating Capital					
Other Costs					
Total Request		3,120			3,120
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All <b>"YES"</b> responses must be explained in the narrative					
Description and Explanation					
This request is to expand the current temporary seasonal help program from 12 weeks to 15 weeks. During the FY 2013 year, the division attempted to cut back the number weeks for this program. In FY 2013 the division only ran this program for 12 weeks. The result of this decrease was that the normal summer productivity was down. The temporary staff backfills for vacations, cut grass, building maintenance, and painting.					



Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1							
Budget Title		Community Preservation Committee					
Type	Committee	X	Limited		Townwide		
Operational Considerations							
<p>The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. The Community Preservation Committee puts aside the full 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund.</p> <p>The Director of Park and Recreation has been appointed by the Town Manager to serve as staff liaison to the CPC. The CPC administrative budget pays for 3 hours/week of the staff liaison's weekly salary, as well as the hourly rate of the CPC recording secretary, also a member of the Park and Recreation full-time staff.</p> <p>Since the inception of the CPC, the administrative budget has primarily been utilized for personnel expenses, office supplies and communication. In FY'10, the administration budget paid a \$32,500 down payment for the purchase of property on Charles River Street. If Town Meeting had not authorized the purchase, the funds would have been returned to the Fund.</p> <p>It will be important for the Community Preservation Committee to continue to educate all residents about the opportunities of the Fund, and encourage individuals and organizations from throughout the community to bring forward projects that benefit the public.</p> <p>The Needham Community Preservation Committee is a member of the MA Community Preservation Coalition, and pays dues as a member. The Coalition staff has worked with the Committee in recent years to help educate the members on issues related to some of the project requests.</p>							
Expense Detail							
Does this request include funding for salary or wage expense?					Yes	X	No
If yes, does the current year budget include this expense?					Yes	X	No
If the salary and wage expense funds a permanent position, indicate the FTE.						0	
Description					Amount		
a.	Salary and Wage, temporary				10,000		
b.	Professional and Technical: Licensed Professional Services				60,000		
c.	Communications: Postage				2,500		
d.	Office Supplies				2,500		
e.	Other Supplies and Equipment				2,000		

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Community Preservation Committee		
f.	Dues and Membership		5,000	
Total			82,000	
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel	10,000		10,000	
Expense	72,000		72,000	
Operating Capital				
Total	82,000		82,000	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		Yes	<input type="checkbox"/>	No
Does the Department depend on any Federal or State grants to provide services?		Yes	<input type="checkbox"/>	No

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title		Minuteman Assessment								
Type	Committee			Limited			Townwide		X	
Operational Considerations										
<p>Minuteman School is a public regional vocational/technical high school formed by Town Meeting votes in sixteen member communities – Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Lincoln, Needham, Stow, Sudbury, Wayland, and Weston. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation.</p> <p>The Minuteman Assessment has several components based on classes of students – regular FTE, SPED FTE, afternoon middle school pupils, reduced charge students, and adult students. Student enrollments are shown below. The Minuteman Assessment is spread among the 16 member towns and changes based on the total change in the Minuteman budget versus member town enrollments.</p> <p>Student Enrollment for FY2003 Assessment: (2001/2002 school year): 27.78  Student Enrollment for FY2004 Assessment: (2002/2003 school year): 23.08  Student Enrollment for FY2005 Assessment: (2003/2004 school year): 27.00  Student Enrollment for FY2006 Assessment: (2004/2005 school year): 45.69  Student Enrollment for FY2007 Assessment: (2005/2006 school year): 39.56  Student Enrollment for FY2008 Assessment: (2006/2007 school year): 30.17  Student Enrollment for FY2009 Assessment: (2007/2008 school year): 18.00  Student Enrollment for FY2010 Assessment: (2008/2009 school year): 15.00  Student Enrollment for FY2011 Assessment: (2009/2010 school year): 24.00  Student Enrollment for FY2012 Assessment: (2010/2011 school year): 31.00  Student Enrollment for FY2013 Assessment: (2011/2012 school year): 27.00</p> <p>Given that the Town's enrollment at Minuteman in the 2012/2013 school year – that serves as the basis of the FY2014 Assessment – is 15% lower than the previous year, the FY2013 budget has been used as a placeholder since the actual Assessment is not yet available.</p>										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes		No	X
If yes, does the current year budget include this expense?							Yes		No	
If the salary and wage expense funds a permanent position, indicate the FTE.										
Description							Amount			
a.	Minuteman Assessment								\$780,038	
b.										

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title				Minuteman Assessment					
c.									
d.									
e.									
f.									
Total									
Spending Request Recap									
Description		Base Request		Additional Request DSR4		Total			
Townwide									
Personnel									
Expense			\$780,038						
Operating Capital						\$780,038			
Total			\$780,038			\$780,038			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)									
Yes								No	X
Does the Department depend on any Federal or State grants to provide services?									
Yes								No	X



## Needham Public Schools Office of the Superintendent

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*A school and community partnership that creates excited learners, inspires excellence, fosters integrity.*

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December 4, 2012

To: Needham School Committee  
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools   
Re: FY14 Budget Proposal

### Introduction

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Enclosed, please find the proposed FY 2013/14 operating budget for the Needham Public Schools. The proposed plan totals \$54,423,967 and represents a 6.48% increase over the current budget year.

This budget proposal outlines the resources the schools need to support a viable and innovative educational program for our students, one that is consistent with our core values of Scholarship, Citizenship, Community, and Personal Growth.

The budget plan was developed in the context of growing student enrollment, particularly at the secondary level, where more intensive resources are required to meet the complexities of the middle and high school programs. Additional staffing for teachers and an assistant principal at the high school are requested as part of this plan, as well as staff to expand and grow student intramurals and athletics. Student enrollment at the elementary level has not decreased; this budget request seeks an additional grade two teacher at Hillside, as well as additional support to enhance mathematics learning and support for all students in each elementary school.

The budget proposal also takes into account the growing need to provide staff training, professional development, and tools to support the mandated educator evaluation program and to develop teacher increased skills and knowledge, as we integrate new and additional technology into Needham's schools, classrooms, and offices.

This plan also supports the next phase of the special education reorganization, which was begun this year. Due to growing student enrollment and the need for specialized programs at the secondary level to complement similar programs at the elementary schools, this plan calls for the addition of a middle/high school autism specialist and an additional teacher for the 8<sup>th</sup> Grade Insight Program. Additionally, we include funds for increased special education transportation and tuition costs and have used a conservative "Circuit Breaker" reimbursement rate of 60% as we calculated our funding needs.

Finally, the plan accounts for the impact of the so-called "Fiscal Cliff" and likely loss of Federal funding in FY14, in the event Congress and the President are unable to reach an agreement on deficit reduction by January 2, 2013. We estimate that the loss of Federal funding to the Needham Public Schools would be approximately \$142,000, representing another increase of about 0.30% to the bottom line. However, the impact of the sequestration on other state programs is unknown, and any further loss of funding at the state level will surely impact our local budget planning.

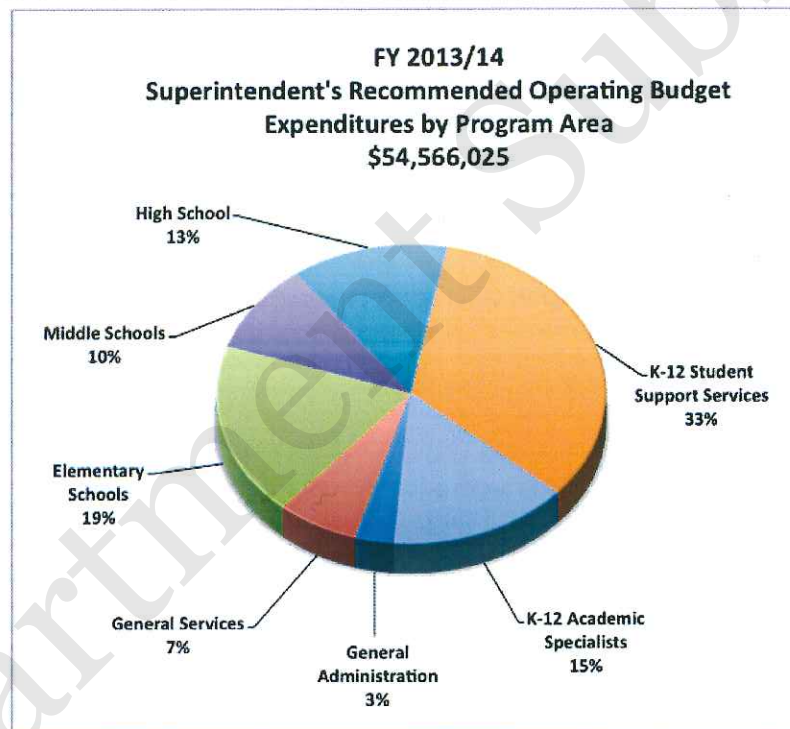


## FY14 Superintendent's Preliminary Budget Fiscal Year 2014 Proposed Budget

We recognize we have developed a plan that seeks more funding than the Town's projections for new School revenue initially support. At this early date, we also are uncertain what adjustments to state funding may mean to the Town and School budgets. However, of the total budget amount, only 0.8% of the total 6.48% requested represents funds for program improvements - improvements we believe are modest in scope but sufficient to enhance student learning at all levels. Most of the request, or 5.68% is simply to meet contractual obligations and provide for level service, including enrollment growth. We are mindful of the fragile economic situation both locally and globally and have pared requests, repositioned resources where we could, and deferred suggestions for new programs to another year. But we also are obligated to share with the School Committee and the community what resources are required to meet student needs. This budget plan, therefore, is prudent, responsible, and balanced - and it addresses the growing needs of a dynamic and vibrant school community.

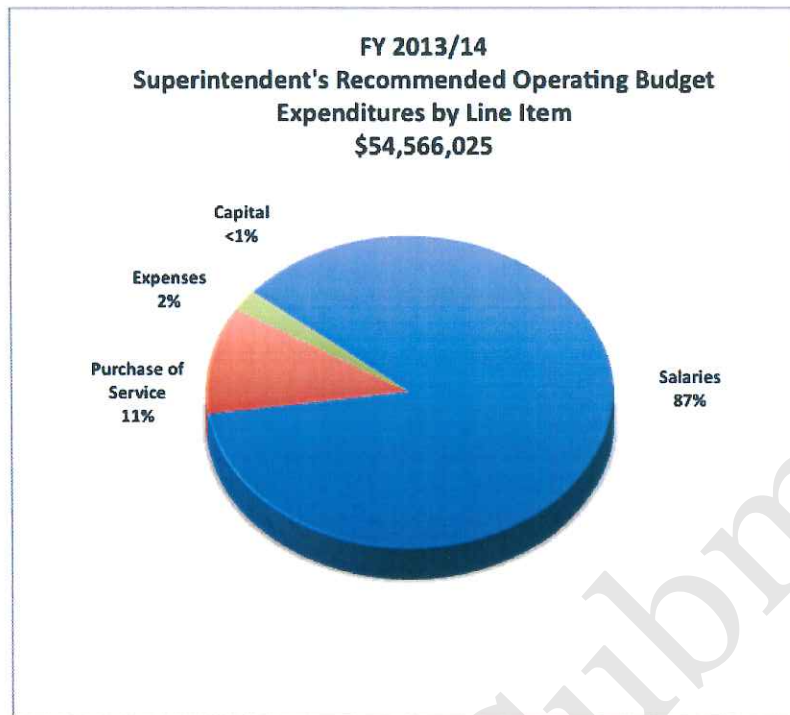
I look forward to presenting the budget plan to the School Committee, Finance Committee, and other Town boards and community members in the weeks ahead. We will have thoughtful and sometimes challenging discussions, but I know our focus will be on ensuring a reasonable and appropriate level of funding is available to support the community's greatest assets: Its schools and the young people they serve.

### FY14 Budget Summary



Program Area/Department	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Requests	FY14 Sup't Recomm	\$ Inc/(Dec) Over FY13	% Inc/(Dec)	% FY14 TL
General Administration	1,536,945	1,751,721	1,654,101	1,667,123	1,795,746	1,747,146	80,023	4.8%	3.2%
General Services	3,099,132	3,397,231	3,685,838	3,387,453	3,844,512	3,727,594	340,141	10.0%	6.8%
Elementary Schools	9,211,210	9,382,075	9,453,128	9,811,341	10,259,391	10,220,823	409,482	4.2%	18.7%
Middle Schools	4,383,531	4,561,397	4,763,481	5,116,294	6,008,475	5,382,436	266,142	5.2%	9.9%
High School	5,835,321	5,828,148	6,133,241	6,766,093	7,150,369	7,072,172	306,079	4.5%	13.0%
K-12 Student Support Services	13,964,847	14,557,157	15,752,309	16,832,324	18,676,303	18,320,371	1,488,047	8.8%	33.6%
K-12 Academic Specialists	7,149,602	7,057,646	6,974,994	7,532,053	8,233,533	8,095,483	563,430	7.5%	14.8%
<b>GRAND TOTAL</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,417,091</b>	<b>51,112,681</b>	<b>55,968,329</b>	<b>54,566,025</b>	<b>3,453,344</b>	<b>6.76%</b>	<b>100.0%</b>

FY14 Superintendent's Preliminary Budget  
Fiscal Year 2014 Proposed Budget



Category/ Line Item	FY10 Actuals	FY11 Actual	FY12 Actuals	FY13 Budget	FY14 Request	FY14 Sup't Recomm	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	39,274,263	39,964,583	40,903,385	44,478,354	48,483,569	47,258,965	2,780,611	6.25%	86.61%
Purchase of Service:	4,520,937	5,197,116	5,908,021	5,546,559	6,169,171	6,098,171	551,612	9.95%	11.18%
Expenses	1,161,659	1,238,159	1,242,984	1,061,769	1,283,589	1,182,889	121,120	11.41%	2.17%
Capital Outlay	223,734	135,515	362,704	26,000	32,000	26,000	0	0.00%	0.05%
<b>GRAND TOTAL</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,417,091</b>	<b>51,112,681</b>	<b>55,968,329</b>	<b>54,566,025</b>	<b>3,453,344</b>	<b>6.76%</b>	<b>100.00%</b>

### Significant Components of the FY14 Budget

- The budget represents a proposed 6.48% increase of \$3,311,286 over the current fiscal year. If federal budget cuts are implemented to address the Fiscal Cliff, an additional \$142,058 will be needed, for a total budget of \$54,566,025.
- Contractual costs account for \$1,225,380 of the overall expenditure increase.
- The budget assumes that total PreK-12 enrollment will grow to 5,519 in FY14 (from 5,476 in FY13.) Elementary enrollment is projected to decline slightly from 2,519 to 2,507; middle school enrollment is expected to rise from 1,313 to 1,331 and High School enrollment is expected to increase from 1,562 to 1,598.



## FY14 Superintendent's Preliminary Budget Fiscal Year 2014 Proposed Budget

- Overall staffing is increased by a net of 25.44 Full Time Equivalents (FTE.), including 21.88 FTE teachers. A total of 3.71 FTE staff are reduced from the FY13 budget in order to provide for increases in staffing at the secondary level. An assistant principal position at the high school is proposed to provide support for the growing high school population.
- Transporting special education students to out of district placements will cost an additional \$122,782; Regular education transportation costs will also increase, resulting in an additional operating budget subsidy of \$65,000 and a fee increase of \$5.00 from \$390 to \$395.
- Two additional math instructional coaches are proposed to support students and teachers at the elementary level; an athletic assistant is also included (and partially funded by the revolving account) to develop the high school's athletic and intramural programs for all students; technical support staffing is increased by 1.5 FTE.
- Support for professional development and technology tools is also increased in this budget plan by a total of \$128,081. This amount will provide training for the new and mandated teacher evaluation model and the expansion of training required to expand the middle school's 1 to 1 technology initiative. In addition, funds are proposed to provide the online tools and data management systems required to support teacher evaluation, library maintenance, and other systems needed to support the administration of all school programs and offices.

### Budget Development Process and Priorities

The FY14 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

- The District's values and goals;
- The need for highly qualified staff, teaching within established student/teacher ratio guidelines;
- The ongoing refinement of curriculum, instruction, and assessment practices; and
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals.

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee's identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

#### 2013/14 Budget Calendar

Sept- School Committee Developed School Budget Priorities & Guidelines

Oct/ Nov - Superintendent Developed Preliminary Budget Recommendation, Based on School Committee Guidelines

Dec 4 - Superintendent's Budget Request Sent to School Committee, Town Manager and the Finance Committee

Dec/Jan - School Committee Holds Public Hearing(s) and Reviewed Superintendent's Request, Both Jointly and in Concert with the Finance Committee.

January - 2013- School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

January - Town Manager Presents Balanced Town-Wide Budget Proposal, Including the Voted Request of the School Committee, to the Finance Committee for Formal Deliberation

Jan/Feb/Mar - Finance Committee Reviews Budget Requests and Holds Public Hearings

March - Finance Committee Votes its Final Budget Recommendation to Town Meeting. The Finance Committee's Recommendation is Considered the Main Motion to be Acted Upon by Town Meeting

May - Annual Town Meeting

July 1, 2013 - New Fiscal Year Begins



### **What are the Capital Project Priorities for FY14?**

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The capital project priorities for FY14 are listed below and are described in greater detail within this document:

**Technology & Equipment \$809,945 (Tier I Priorities):**

- \$441,200 to replace District computers, laptops, servers and other technology
- \$59,620 to maintain the District's replacement schedule for copy machines
- \$15,000 for school musical equipment replacement
- \$41,600 to replace school furniture at Hillside, Mitchell, Newman and Pollard schools
- \$8,270 to replace graphic arts equipment
- \$14,380 to replace wellness equipment at Pollard and the High School
- \$37,275 to purchase a new radio system for Needham High School
- \$25,000 in technology innovation funds
- \$22,600 to continue the installation of interactive whiteboards throughout the District
- \$145,000 to continue the District's 1:1 initiative

**Facilities Construction and Renovation \$500,000 (Tier II Priorities):**

- \$500,000 for feasibility design of a renovated Hillside Elementary School

### **Next Steps**

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The School Administration is eager to discuss this preliminary request with the School Committee and members of the community. Additional meetings and deadlines include:

- December 4<sup>th</sup> and subsequent meetings through January: School Committee reviews the Superintendent's budget request
- December 5<sup>th</sup>: School Committee and Finance Committee liaisons budget workshop
- December and January: Finance Committee liaisons meet with School Committee liaisons and Central Office staff to review budget requests
- January 15<sup>th</sup>: The Town Manager meets with the School Committee to discuss the budget and town resources.
- January 15<sup>th</sup>: School Committee holds public hearing on the budget.
- January 23<sup>rd</sup>: Finance Committee reviews budget request.
- January 29<sup>th</sup>: School Committee votes budget recommendation and sends budget to the Town Manager and Finance Committee

Ultimately, the Finance Committee will vote a recommended budget to Town Meeting in the spring.

### **Conclusion**

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The Superintendent's preliminary budget has been thoughtfully considered and is consistent with the School Committee and community's high expectations for its young people. The budget plan addresses growing middle and high school enrollment with the addition of classroom teachers. At the same time, thoughtful and creative program improvements are proposed to better meet our students' needs in the 21<sup>st</sup> Century.

I look forward to your questions and comments as you discuss the FY14 proposed budget request.